2005 - 2006 Select Financial Information by Hospital

Includes tables containing *select* data elements and ratios for each of Maine's 39 non-governmental hospitals.

### **Ratio Categories**

#### **Profitability Ratios:**

Provides information on the ability of the organization to produce a profit. Few hospitals could remain financially viable without a profit (or excess of revenues over expenses), especially over a long period of time. Cash flow would not be sufficient to meet normal cash requirements such as debt principal and investment in fixed or current assets. Six measures of profitability are included:

Operating Margin

Non-operating Revenue Margin

**Total Margin** 

Return on Equity

Net Operating Income (Operating Surplus or Loss)

Total Surplus/Deficit (Total Surplus or Loss)

#### **Liquidity Ratios:**

Measures an organization's ability to meet short-term obligations, collect receivables, and maintain cash position. Most organizations that experience financial problems do so because of a liquidity crisis: they are unable to pay current obligations as they become due. Five measures of liquidity are included:

Current Ratio (Without Board Designated and Undesignated Investments)

Days in Accounts Receivable

Days Cash on Hand (Current)

Days Cash on Hand (Including Board Designated and Undesignated Investments)

Average Payment Period (Current Liabilities)

#### **Capital Structure Ratios:**

Capital Structure Ratios - Measures how an organization's assets are financed, and its capacity to pay for new debt. Many longterm creditors and bond rating agencies carefully evaluate capital structure ratios to determine an entity's ability to increase its amount of debt financing. Four capital structure ratios are included:

**Equity Financing** 

Debt Service Coverage

Cash Flow to Total Debt

Fixed Asset Financing

#### **Asset Efficiency Ratios:**

Measures the relationship between revenue and assets. The numerator is always revenue that may be thought of as a surrogate measure for output. The denominator is investment in some category of assets that may be thought of as a measure of output. Two asset efficiency ratios are included:

Total Asset Turnover

Fixed Asset Turnover

#### Other

These are other select ratios/data elements of interest to financial data users. These ratios/data elements are included but cannot be classified into the other categories of financial ratios. One ratio and fourteen data elements from the financial data template are included:

Average Age of Plant (Depreciation Only)

Net Plant, Property, Equipment

Cash & Investments (Current Assets)

Current Assets Whose Use is Limited

Trustee-held Investments

Board-Designated & Undesignated Investments

Fund Balance-Unrestricted

Temporarily Restricted Net Assets

Permanently Restricted Net Assets

Total Gross Patient Service Revenue

Net Patient Service Revenue

**Total Non-operating Revenues** 

Bad Debt (Provision for Bad Debt)

Free Care (Charity Care)

**Total Operating Expenses** 

# Maine Hospital Designation July 1, 2008

Hospital Name	Peer Group
Acadia Hospital Corporation	F
Aroostook Medical Center, The (TAMC)	В
Blue Hill Memorial Hospital	E
Bridgton Hospital	E
Calais Regional Hospital	Е
Cary Medical Center	С
Central Maine Medical Center	Α
Charles A. Dean Memorial Hospital	Е
Down East Community Hospital	E
Eastern Maine Medical Center	Α
Franklin Memorial Hospital	С
Henrietta D. Goodall Hospital	С
Houlton Regional Hospital	E
Inland Hospital	D
Maine Coast Memorial Hospital	С
Maine Medical Center	Α
MaineGeneral Medical Center	Α
Mayo Regional Hospital	E
Mercy Hospital	В
Mid Coast Hospital	В
Miles Memorial Hospital	D
Millinocket Regional Hospital	E
Mount Desert Island Hospital	E
New England Rehabilitation Hospital	G
Northern Maine Medical Center	D
Parkview Adventist Medical Center	D
Penobscot Bay Medical Center	В
Penobscot Valley Hospital	E
Redington-Fairview General Hospital	E
Rumford Community Hospital	E
Sebasticook Valley Hospital	E
Southern Maine Medical Center	В
Spring Harbor Hospital	F
St. Andrews Hospital	Е
St. Joseph Hospital	В
St. Mary's Regional Medical Center	В
Stephens Memorial Hospital	D
Waldo County General Hospital	Е
York Hospital	В

## **Hospital Peer Group A**

The following four hospitals are included in this peer group:

Central Maine Medical Center Eastern Maine Medical Center MaineGeneral Medical Center Maine Medical Center

Central Maine Medical Center Lewiston, Me.			2005		2006
Profitability					
Operating Margin			7.55%		2.80%
Non-operating Revenue Margin			2.55%		2.34%
Total Margin			7.73%		2.87%
Return on Equity			21.25%		7.92%
Net Operating Income (Operating Surplus/Loss)		\$	14,711,733	\$	5,843,161
Total Surplus/Deficit (Total Surplus/Loss)		\$	15,096,446	\$	5,983,150
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		3.399		3.184
Days in Accounts Receivable	days		31.5		31.9
Days Cash on Hand (Current)	days		28.2		34.5
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		28.2		34.5
Average Payment Period (Current Liabilities)	days		36.9		40.6
Capital Structure					
Equity Financing			42.35%		39.95%
Debt Service Coverage	rate		2.732		3.400
Cash Flow to Total Debt			26.82%		15.73%
Fixed Asset Financing			72.97%		83.61%
Asset Efficiency					
Total Asset Turnover	rate		1.164		1.104
Fixed Asset Turnover	rate		1.963		2.063
Other					
Average Age of Plant (Depreciation only)	years		8.6		8.6
Net Plant, Property & Equipment (PP&E)		\$	99,332,444	\$	101,130,539
Cash & Investments (Current Assets)		\$	9,929,794		14,576,550
Current Assets Whose Use is Limited		\$	3,141,733	\$	3,451,815
Trustee Held Investments		\$	5,214,535	\$	14,921,008
Board-Designated & Undesignated Investments			†		†
Fund Balance-Unrestricted		\$	71,034,544	\$	75,545,819
Temporarily Restricted Net Assets		\$	2,406,677	\$	2,749,381
Permanently Restricted Net Assets		Ψ			
			12,215,780	\$	1,111,388
Total Gross Patient Service Revenue	+	\$		\$ \$	1,111,388 391,254,167
Total Gross Patient Service Revenue  Net Patient Service Revenue			12,215,780		
		\$ \$	12,215,780 353,675,486	\$	391,254,167
Net Patient Service Revenue		\$ \$ \$	12,215,780 353,675,486 189,223,397	\$ \$	391,254,167 202,752,123
Net Patient Service Revenue Total Non-Operating Revenue		\$ \$ \$	12,215,780 353,675,486 189,223,397 384,713	\$ \$ \$	391,254,167 202,752,123 139,989

Non-operating Revenue Margin   5.53%   19.64%	Eastern Maine Medical Center Bangor, Me.		2005	2006
Non-operating Revenue Margin   5.53%   19.64%				
Total Margin   9.11%   3.36%   Return on Equity   2.089%   8.16%   Return on Equity   3.2689%   3.2689%   Total Surplus/Deficit (Total Surplus/Loss)   \$ 39,861,331 \$ 16,107,189    Liquidity   2.2689   3.2689   Days in Accounts Receivable   26.9   3.53.3   Days Cash on Hand (Current)   26.98   26.9   3.53.3   Days Cash on Hand (Linel. Board Designated/Undesignated Investments)   26.98   26.9   3.53.3   Days Cash on Hand (Linel. Board Designated/Undesignated Investments)   26.98   26.9   3.53.3   Average Payment Period (Current Liabilities)   26.98   26.9   3.53.3   Average Payment Period (Current Liabilities)   26.98   26.9   3.53.3   Dest Service Coverage   26.98   26.99   26.53%   Debt Service Coverage   26.98   26.99   26.53%   Debt Service Coverage   26.98   27.429    Asset Efficiency   26.98   27.429   Total Asset Turnover   26.98   27.429    Asset Efficiency   26.98   27.429    Total Asset Turnover   26.98   27.429    Average Age of Plant (Depreciation only)   26.98   2.18   Average Age of Plant (Depreciation only)   26.98   2.18   Turstee Held Investments   2.962,940   2.185,339   Board-Designated & Undesignated Investments   5.8091,941   5.045,339   Board	Operating Margin		8.65%	2.72%
Return on Equity	Non-operating Revenue Margin		5.53%	19.64%
Net Operating Income (Operating Surplus/Loss)   \$ 37,658,922   \$ 12,944,369     Total Surplus/Deficit (Total Surplus/Loss)   \$ 39,861,331   \$ 16,107,189     Liquidity	Total Margin		9.11%	3.36%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 39,861,331 \$ 16,107,189	Return on Equity		22.08%	8.16%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ 37,658,922	\$ 12,944,369
Current Ratio (without Board Designated/Undesignated Investments)   rate   1.281   1.093	Total Surplus/Deficit (Total Surplus/Loss)		\$ 39,861,331	\$ 16,107,189
Current Ratio (without Board Designated/Undesignated Investments)   rate   1.281   1.093	Liquidity			
Days in Accounts Receivable   days   26.9   35.3		rate	1.281	1.093
Days Cash on Hand (Current)		days	26.9	35.3
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   68.2   54.5     Average Payment Period (Current Liabilities)   days   60.6   50.3     Capital Structure   Equity Financing   60.72%   62.63%     Debt Service Coverage   7ate   17.124   10.895     Cash Flow to Total Debt   50.81%   31.57%     Fixed Asset Financing   30.76%   27.42%     Asset Efficiency   Total Asset Turnover   7ate   1.472   1.519     Fixed Asset Turnover   7ate   4.257   4.266     Other   Average Age of Plant (Depreciation only)   1.66	,	days	12.1	4.5
Average Payment Period (Current Liabilities)         days         60.6         50.3           Capital Structure         Equity Financing         60.72%         62.63%           Debt Service Coverage         17.124         10.895           Cash Flow to Total Debt         50.81%         31.57%           Fixed Asset Financing         30.76%         27.42%           Asset Efficiency         Total Asset Turnover         1.472         1.519           Fixed Asset Turnover         1.42         1.472         1.519           Fixed Asset Turnover         1.42         1.519         4.266           Other         Average Age of Plant (Depreciation only)         1.42         1.519         4.266           Other         Average Age of Plant (Depreciation only)         1.42         1.1,473,518         5.83           Ost Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518         2.38         2.38         4.664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347         7.034         \$ 11,786,439         4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347         7.034         \$ 18,049,549         4,664,811         2.962,940         \$ 2,185,339 <td< td=""><td></td><td>days</td><td>68.2</td><td>54.5</td></td<>		days	68.2	54.5
Equity Financing         60.72%         62.63%           Debt Service Coverage         rate         17.124         10.895           Cash Flow to Total Debt         50.81%         31.57%           Fixed Asset Financing         30.76%         27.42%           Asset Efficiency           Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518         Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811         Current Assets Whose Use is Limited         \$ 750,300         7 793,347         Trustee Held Investments         \$ 2,962,940         \$ 2,185,339         Board-Designated & Undesignated Investments         \$ 2,962,940         \$ 2,185,339         Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809         Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844         Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637         Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028         Total Gross Patient Service Revenue         \$ 645,503,501<		days	60.6	50.3
Equity Financing         60.72%         62.63%           Debt Service Coverage         rate         17.124         10.895           Cash Flow to Total Debt         50.81%         31.57%           Fixed Asset Financing         30.76%         27.42%           Asset Efficiency           Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518         Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811         Current Assets Whose Use is Limited         \$ 750,300         7 793,347         Trustee Held Investments         \$ 2,962,940         \$ 2,185,339         Board-Designated & Undesignated Investments         \$ 2,962,940         \$ 2,185,339         Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809         Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844         Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637         Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028         Total Gross Patient Service Revenue         \$ 645,503,501<	Canital Structure			
Debt Service Coverage         rate         17.124         10.895           Cash Flow to Total Debt         50.81%         31.57%           Fixed Asset Financing         30.76%         27.42%           Asset Efficiency           Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518           Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 78,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 88,919,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient			60.72%	62.63%
Cash Flow to Total Debt         50.81%         31.57%           Fixed Asset Financing         30.76%         27.42%           Asset Efficiency           Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518         Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 2,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patien		rate		
Asset Efficiency         30.76%         27.42%           Asset Efficiency           Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,785,138           Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         793,347           Trustee Held Investments         \$ 2,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 423,195,515         \$ 460,115,934           Total Non-Operating Revenue         \$ 2,202,409         \$ 3,162,				
Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         **         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518           Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 2,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 423,195,515         \$ 460,115,934           Total Non-Operating Revenue         \$ 2,202,409         \$ 3,162,820           Bad Debt (Provision for Bad Debt)         \$ 15,054,514         \$ 12,269,658           Free Care (Charity Care)				27.42%
Total Asset Turnover         rate         1.472         1.519           Fixed Asset Turnover         rate         4.257         4.266           Other           Average Age of Plant (Depreciation only)         **         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518           Cash & Investments (Current Assets)         \$ 11,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 2,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 11,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 423,195,515         \$ 460,115,934           Total Non-Operating Revenue         \$ 2,202,409         \$ 3,162,820           Bad Debt (Provision for Bad Debt)         \$ 15,054,514         \$ 12,269,658           Free Care (Charity Care)				
Other         Average Age of Plant (Depreciation only)         years         8.5         8.3           Net Plant, Property & Equipment (PP&E)         \$ 102,247,404         \$ 111,473,518           Cash & Investments (Current Assets)         \$ 17,786,439         \$ 4,664,811           Current Assets Whose Use is Limited         \$ 750,300         \$ 793,347           Trustee Held Investments         \$ 2,962,940         \$ 2,185,339           Board-Designated & Undesignated Investments         \$ 58,091,941         \$ 60,457,809           Fund Balance-Unrestricted         \$ 180,495,588         \$ 197,353,844           Temporarily Restricted Net Assets         \$ 1,763,493         \$ 18,124,637           Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 423,195,515         \$ 460,115,934           Total Non-Operating Revenue         \$ 2,202,409         \$ 3,162,820           Bad Debt (Provision for Bad Debt)         \$ 15,054,514         \$ 12,269,658           Free Care (Charity Care)         \$ 10,325,692         \$ 14,586,496			1 472	1 510
Other         Average Age of Plant (Depreciation only)       years       8.5       8.3         Net Plant, Property & Equipment (PP&E)       \$ 102,247,404       \$ 111,473,518         Cash & Investments (Current Assets)       \$ 11,786,439       \$ 4,664,811         Current Assets Whose Use is Limited       \$ 750,300       \$ 793,347         Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496		$\rightarrow$		
Average Age of Plant (Depreciation only)       years       8.5       8.3         Net Plant, Property & Equipment (PP&E)       \$ 102,247,404       \$ 111,473,518         Cash & Investments (Current Assets)       \$ 11,786,439       \$ 4,664,811         Current Assets Whose Use is Limited       \$ 750,300       \$ 793,347         Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Fixed Asset Turnover	rate	4.257	4.266
Net Plant, Property & Equipment (PP&E)       \$ 102,247,404       \$ 111,473,518         Cash & Investments (Current Assets)       \$ 11,786,439       \$ 4,664,811         Current Assets Whose Use is Limited       \$ 750,300       \$ 793,347         Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Other			
Cash & Investments (Current Assets)       \$ 11,786,439       \$ 4,664,811         Current Assets Whose Use is Limited       \$ 750,300       \$ 793,347         Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Average Age of Plant (Depreciation only)	years	8.5	8.3
Current Assets Whose Use is Limited       \$ 750,300       \$ 793,347         Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Net Plant, Property & Equipment (PP&E)		\$ 102,247,404	\$ 111,473,518
Trustee Held Investments       \$ 2,962,940       \$ 2,185,339         Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Cash & Investments (Current Assets)		\$ 11,786,439	\$ 4,664,811
Board-Designated & Undesignated Investments       \$ 58,091,941       \$ 60,457,809         Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Current Assets Whose Use is Limited		\$ 750,300	\$ 793,347
Fund Balance-Unrestricted       \$ 180,495,588       \$ 197,353,844         Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Trustee Held Investments		\$ 2,962,940	\$ 2,185,339
Temporarily Restricted Net Assets       \$ 11,763,493       \$ 18,124,637         Permanently Restricted Net Assets       \$ 6,263,969       \$ 8,828,028         Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Board-Designated & Undesignated Investments		\$ 58,091,941	\$ 60,457,809
Permanently Restricted Net Assets         \$ 6,263,969         \$ 8,828,028           Total Gross Patient Service Revenue         \$ 645,503,501         \$ 751,617,456           Net Patient Service Revenue         \$ 423,195,515         \$ 460,115,934           Total Non-Operating Revenue         \$ 2,202,409         \$ 3,162,820           Bad Debt (Provision for Bad Debt)         \$ 15,054,514         \$ 12,269,658           Free Care (Charity Care)         \$ 10,325,692         \$ 14,586,496	Fund Balance-Unrestricted		\$ 180,495,588	\$ 197,353,844
Total Gross Patient Service Revenue       \$ 645,503,501       \$ 751,617,456         Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Temporarily Restricted Net Assets		\$ 11,763,493	\$ 18,124,637
Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Permanently Restricted Net Assets		\$ 6,263,969	\$ 8,828,028
Net Patient Service Revenue       \$ 423,195,515       \$ 460,115,934         Total Non-Operating Revenue       \$ 2,202,409       \$ 3,162,820         Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Total Gross Patient Service Revenue		645,503,501	\$
Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Net Patient Service Revenue		423,195,515	\$ 460,115,934
Bad Debt (Provision for Bad Debt)       \$ 15,054,514       \$ 12,269,658         Free Care (Charity Care)       \$ 10,325,692       \$ 14,586,496	Total Non-Operating Revenue		\$ 2,202,409	\$ 3,162,820
Free Care (Charity Care) \$ 10,325,692 \$ 14,586,496	Bad Debt (Provision for Bad Debt)		\$ 15,054,514	\$
	Free Care (Charity Care)		\$ 10,325,692	\$ 14,586,496
	Total Operating Expenses		397,612,726	\$ 462,632,150

<sup>†</sup> Data not available or not applicable

Non-operating Revenue Margin         29.74%         55.82%           Total Margin         4.77%         7.40%	MaineGeneral Medical Center Augusta, Me.		2005	2006
Non-operating Revenue Margin   29.74%   55.82%				
Total Margin	Operating Margin		3.40%	3.41%
Return on Equity	Non-operating Revenue Margin		29.74%	55.82%
Net Operating Income (Operating Surplus/Loss)	Total Margin		4.77%	7.40%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 23,867,656   \$ 19,783,390	Return on Equity		7.18%	11.07%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ 7,951,914	\$ 8,739,747
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.140         1.459           Days in Accounts Receivable         days         34.3         32.1           Days Cash on Hand (Current)         days         12.5         14.3           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         163.7         177.9           Average Payment Period (Current Liabilities)         days         47.1         47.8           Capital Structure           Equity Financing         64.77%         63.83%           Debt Service Coverage         rate         4.816         6.435           Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         9.975	Total Surplus/Deficit (Total Surplus/Loss)		\$ 23,867,656	\$ 19,783,390
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.140         1.459           Days in Accounts Receivable         days         34.3         32.1           Days Cash on Hand (Current)         days         12.5         14.3           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         163.7         177.9           Average Payment Period (Current Liabilities)         days         47.1         47.8           Capital Structure           Equity Financing         64.77%         63.83%           Debt Service Coverage         rate         4.816         6.435           Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         9.975	Liquidity			
Days in Accounts Receivable   days   34.3   32.1		rate	2.140	1.459
Days Cash on Hand (Current)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days   Days		days	34.3	32.1
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   163.7   177.9	•	days	12.5	14.3
Average Payment Period (Current Liabilities)   days		days	163.7	177.9
Equity Financing         64.77%         63.83%           Debt Service Coverage         rate         4.816         64.35           Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         2.735         2.455           Other           Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         †         †         †         Trustee Held Investments         \$ 8,914,816         24,302,421           Board-Designated & Undesignated Investments         \$ 8,914,816         24,302,421         Board-Designated & Undesignated Investments         \$ 88,167,932         \$ 104,365,916           Fund Balance-Unrestricted         \$ 157,650,249         \$ 178,699,896           Temporarily Restricted Net Assets         \$ 12,951,222         \$ 13,141,386           Total Gross Patient Service Revenue         \$ 407,610,0		days	47.1	47.8
Equity Financing         64.77%         63.83%           Debt Service Coverage         rate         4.816         64.35           Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         2.735         2.455           Other           Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         †         †         †         Trustee Held Investments         \$ 8,914,816         24,302,421           Board-Designated & Undesignated Investments         \$ 8,914,816         24,302,421         Board-Designated & Undesignated Investments         \$ 88,167,932         \$ 104,365,916           Fund Balance-Unrestricted         \$ 157,650,249         \$ 178,699,896           Temporarily Restricted Net Assets         \$ 12,951,222         \$ 13,141,386           Total Gross Patient Service Revenue         \$ 407,610,0	Canital Structure			
Debt Service Coverage         rate         4.816         6.435           Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         2.735         2.455           Other           Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         1         1         1         1         1         1         1         1         1         1         1         3,914,816         \$ 24,302,421         3,914,816         \$ 24,302,421         1         1         1         1         1         1         1         1         1 <t< td=""><td></td><td></td><td>64.77%</td><td>63.83%</td></t<>			64.77%	63.83%
Cash Flow to Total Debt         28.71%         33.97%           Fixed Asset Financing         47.82%         60.51%           Asset Efficiency           Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         2.735         2.455           Other           Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         9,134,827           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 8,914,816         \$ 24,302,421           Board-Designated & Undesignated Investments         \$ 88,167,932         \$ 104,365,916           Fund Balance-Unrestricted         \$ 157,650,249         \$ 178,699,896           Temporarily Restricted Net Assets         \$ 1,885,800         \$ 10,317,252           Permanently Restricted Net Assets         \$ 12,951,222         \$ 13,141,386           Total Gross Patient Service Revenue         \$ 407,610,000         \$ 443,343,417           Net Patient Service Revenue         \$ 226,455,139         247,194,524		rate		
Asset Efficiency         Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         0.975         0.955           Eixed Asset Turnover         rate         0.975         0.955           City Asset Turnover         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         *         *         *         *         *         *         *         *         *         *         *         *         *         *				
Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments  Board-Designated & Undesignated Investments  Fund Balance-Unrestricted  Temporarily Restricted Net Assets  Temporarily Restricted Net Assets  Total Gross Patient Service Revenue  Sanda Debt (Provision for Bad Debt)  Free Care (Charity Care)  Total Saset Turnover  Average Age of Plant (Depreciation only)  Years  8.5  8.6  8.6  8.5  8.6  8.6  8.7,261,808  \$ 9,134,827  Current Assets Whose Use is Limited  †  †  †  †  †  †  †  †  †  †  †  †  †				
Total Asset Turnover         rate         0.975         0.955           Fixed Asset Turnover         rate         2.735         0.955           Other           Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         † †         †         †         †         171         Trustee Held Investments         \$ 8,914,816         \$ 24,302,421         \$ 24,302,421         \$ 8,167,932         \$ 104,365,916         \$ 17,650,249         \$ 178,699,896				
Other         Average Age of Plant (Depreciation only)         years         8.5         8.6           Net Plant, Property & Equipment (PP&E)         \$ 85,550,119         \$ 104,374,969           Cash & Investments (Current Assets)         \$ 7,261,808         \$ 9,134,827           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 8,914,816         \$ 24,302,421           Board-Designated & Undesignated Investments         \$ 88,167,932         \$ 104,365,916           Fund Balance-Unrestricted         \$ 157,650,249         \$ 178,699,896           Temporarily Restricted Net Assets         \$ 1,885,800         \$ 10,317,252           Permanently Restricted Net Assets         \$ 12,951,222         \$ 13,141,386           Total Gross Patient Service Revenue         \$ 407,610,000         \$ 443,343,417           Net Patient Service Revenue         \$ 226,455,139         \$ 247,194,524           Total Non-Operating Revenue         \$ 3,365,742         \$ 11,043,643           Bad Debt (Provision for Bad Debt)         \$ 12,126,435         \$ 15,089,167           Free Care (Charity Care)         \$ 4,911,143         \$ 5,928,924			0.075	0.055
Other         Average Age of Plant (Depreciation only)       years       8.5       8.6         Net Plant, Property & Equipment (PP&E)       \$ 85,550,119       \$ 104,374,969         Cash & Investments (Current Assets)       \$ 7,261,808       \$ 9,134,827         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 8,914,816       \$ 24,302,421         Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924		$\rightarrow$		
Average Age of Plant (Depreciation only)       years       8.5       8.6         Net Plant, Property & Equipment (PP&E)       \$ 85,550,119       \$ 104,374,969         Cash & Investments (Current Assets)       \$ 7,261,808       \$ 9,134,827         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 8,914,816       \$ 24,302,421         Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Fixed Asset Turnover	rate	2.735	2.455
Net Plant, Property & Equipment (PP&E)       \$ 85,550,119       \$ 104,374,969         Cash & Investments (Current Assets)       \$ 7,261,808       \$ 9,134,827         Current Assets Whose Use is Limited       † †       †         Trustee Held Investments       \$ 8,914,816       \$ 24,302,421         Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Other			
Cash & Investments (Current Assets)       \$ 7,261,808       \$ 9,134,827         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 8,914,816       \$ 24,302,421         Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Average Age of Plant (Depreciation only)	years	8.5	8.6
Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 8,914,816       \$ 24,302,421         Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Net Plant, Property & Equipment (PP&E)		\$ 85,550,119	\$ 104,374,969
Trustee Held Investments         \$ 8,914,816         \$ 24,302,421           Board-Designated & Undesignated Investments         \$ 88,167,932         \$ 104,365,916           Fund Balance-Unrestricted         \$ 157,650,249         \$ 178,699,896           Temporarily Restricted Net Assets         \$ 1,885,800         \$ 10,317,252           Permanently Restricted Net Assets         \$ 12,951,222         \$ 13,141,386           Total Gross Patient Service Revenue         \$ 407,610,000         \$ 443,343,417           Net Patient Service Revenue         \$ 226,455,139         \$ 247,194,524           Total Non-Operating Revenue         \$ 3,365,742         \$ 11,043,643           Bad Debt (Provision for Bad Debt)         \$ 12,126,435         \$ 15,089,167           Free Care (Charity Care)         \$ 4,911,143         \$ 5,928,924	Cash & Investments (Current Assets)		\$ 7,261,808	\$ 9,134,827
Board-Designated & Undesignated Investments       \$ 88,167,932       \$ 104,365,916         Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Current Assets Whose Use is Limited		†	†
Fund Balance-Unrestricted       \$ 157,650,249       \$ 178,699,896         Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Trustee Held Investments		\$ 8,914,816	\$ 24,302,421
Temporarily Restricted Net Assets       \$ 1,885,800       \$ 10,317,252         Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Board-Designated & Undesignated Investments		\$ 88,167,932	\$ 104,365,916
Permanently Restricted Net Assets       \$ 12,951,222       \$ 13,141,386         Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Fund Balance-Unrestricted		\$ 157,650,249	\$ 178,699,896
Total Gross Patient Service Revenue       \$ 407,610,000       \$ 443,343,417         Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Temporarily Restricted Net Assets		\$ 1,885,800	\$ 10,317,252
Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Permanently Restricted Net Assets		\$ 12,951,222	\$ 13,141,386
Net Patient Service Revenue       \$ 226,455,139       \$ 247,194,524         Total Non-Operating Revenue       \$ 3,365,742       \$ 11,043,643         Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Total Gross Patient Service Revenue		407,610,000	\$ 443,343,417
Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924	Net Patient Service Revenue		226,455,139	\$
Bad Debt (Provision for Bad Debt)       \$ 12,126,435       \$ 15,089,167         Free Care (Charity Care)       \$ 4,911,143       \$ 5,928,924				\$
Free Care (Charity Care) \$ 4,911,143 \$ 5,928,924	Bad Debt (Provision for Bad Debt)			
	Free Care (Charity Care)		4,911,143	\$
	Total Operating Expenses		226,049,948	\$ 247,508,243

<sup>†</sup> Data not available or not applicable

Maine Medical Center Portland, Me.			2005		2006
Profitability					
Operating Margin			11.51%		6.00%
Non-operating Revenue Margin			24.21%		36.41%
Total Margin			14.64%		9.12%
Return on Equity			17.64%		10.45%
Net Operating Income (Operating Surplus/Loss)		\$	64,933,000	\$	33,415,000
Total Surplus/Deficit (Total Surplus/Loss)		\$	85,678,000	\$	52,548,000
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		2.866		2.752
Days in Accounts Receivable	days		18.7		18.5
Days Cash on Hand (Current)	days		194.4		222.6
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		258.4		290.7
Average Payment Period (Current Liabilities)	days		87.7		96.8
Capital Structure					
Equity Financing			71.15%		62.21%
Debt Service Coverage	rate		10.606		9.384
Cash Flow to Total Debt	$\overline{}$		59.99%		27.79%
Fixed Asset Financing			30.51%		53.41%
Asset Efficiency					
Total Asset Turnover	rate		0.857		0.713
Fixed Asset Turnover	rate		2.301		1.987
Other					
Average Age of Plant (Depreciation only)	years		8.5		8.0
Net Plant, Property & Equipment (PP&E)		\$	245,283,000	\$	280,400,000
Cash & Investments (Current Assets)		\$	226,931,000	\$	260,223,000
Current Assets Whose Use is Limited		\$	21,830,000	\$	39,368,000
Trustee Held Investments		\$	5,425,000	\$	62,575,000
Board-Designated & Undesignated Investments		\$	81,896,000	\$	91,719,000
Fund Balance-Unrestricted			485,686,000	\$	502,687,000
Temporarily Restricted Net Assets		\$	103,000,000	- T	
Permanently Restricted Net Assets	+	\$	82,157,000	\$	81,539,000
remaining reserved rice rissess	+				81,539,000 19,603,000
Total Gross Patient Service Revenue		\$	82,157,000	\$	
·		\$	82,157,000 18,075,000	\$	19,603,000
Total Gross Patient Service Revenue		\$ \$ \$	82,157,000 18,075,000 841,489,000	\$ \$ \$	19,603,000 864,046,000
Total Gross Patient Service Revenue  Net Patient Service Revenue		\$ \$ \$	82,157,000 18,075,000 841,489,000 555,203,000	\$ \$ \$	19,603,000 864,046,000 549,069,000
Total Gross Patient Service Revenue  Net Patient Service Revenue  Total Non-Operating Revenue		\$ \$ \$ \$	82,157,000 18,075,000 841,489,000 555,203,000 20,745,000	\$ \$ \$ \$	19,603,000 864,046,000 549,069,000 19,133,000

<sup>†</sup> Data not available or not applicable

## **Hospital Peer Group B**

The following eight hospitals are included in this peer group:

Aroostook Medical Center (The)

Mercy Hospital

Mid Coast Hospital

Penobscot Bay Medical Center

Southern Maine Medical Center

St. Joseph Hospital

St. Mary's Regional Medical Center

York Hospital

Profitability   Operating Margin   8.55%   0.30%   Non-operating Revenue Margin   8.51%   74.33%   74.33%   Non-operating Revenue Margin   9.25%   1.15%   74.33%   Return on Equity   28.34%   3.47%   8.265,24%   761a Surplus/Loss)   \$ 7,411,335   266,524   761a Surplus/Deficit (Total Surplus/Loss)   \$ 7,411,335   36,524   761a Surplus/Deficit (Total Surplus/Loss)   \$ 8,074,558   1,040,268   7.611,335   7.618	Aroostook Medical Center, The (TAMC) Presque Isle, Me.			2005		2006
Operating Margin						
Total Margin   9.25%   1.15%		$\neg$		8.55%		0.30%
Return on Equity	Non-operating Revenue Margin			8.21%		74.38%
Net Operating Income (Operating Surplus/Loss)	Total Margin			9.25%		1.15%
Net Operating Income (Operating Surplus/Loss)	-			28.34%		3.47%
Current Ratio (without Board Designated/Undesignated Investments)			\$	7,411,335	\$	266,524
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.417         0.987           Days in Accounts Receivable         days         36.1         37.9           Days Cash on Hand (Current)         days         22.3         6.0           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         36.2         17.6           Average Payment Period (Current Liabilities)         days         58.3         66.0           Capital Structure           Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.466           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,096,43           Cash & Investments (Current Assets)         \$ 464,607         \$ 476,172 <t< td=""><td>Total Surplus/Deficit (Total Surplus/Loss)</td><td></td><td>\$</td><td>8,074,558</td><td>\$</td><td>1,040,268</td></t<>	Total Surplus/Deficit (Total Surplus/Loss)		\$	8,074,558	\$	1,040,268
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.417         0.987           Days in Accounts Receivable         days         36.1         37.9           Days Cash on Hand (Current)         days         22.3         6.0           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         36.2         17.6           Average Payment Period (Current Liabilities)         days         58.3         66.0           Capital Structure           Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.466           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,096,43           Cash & Investments (Current Assets)         \$ 464,607         \$ 476,172 <t< td=""><td>Liquidity</td><td></td><td></td><td></td><td></td><td></td></t<>	Liquidity					
Days in Accounts Receivable   days   36.1   37.9		rate		1.417		0.987
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   36.2   17.6		days		36.1		37.9
Average Payment Period (Current Liabilities)         days         58.3         66.0           Capital Structure         Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency         Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other         Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         \$ 1,27,474         \$ 2,737,487           Fixed Assets Whose Use is Limited         \$ 2,877,447         \$ 2,737,972           Permanently Restricted Net Assets         \$ 2,879,427         \$ 2,737,972           Permanently Restricted Net Assets         \$ 676,715         676,715           Total Gross Patient Service Revenue	Days Cash on Hand (Current)	days		22.3		6.0
Capital Structure           Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †         †           Current Assets Whose Use is Limited         \$ 2,877,847         \$ 2,737,913         Fundard-Designated & Undesignated Investments         † †         †           Find Balance-Unrestricted         \$ 2,877,847         \$ 2,737,913         Fundard-Designated & Undesignated Investments         \$ 1,369,669         \$ 1,237,972           Permanently Restrict	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		36.2		17.6
Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         \$ 1,2877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 676,715         676,715           Total Gross Patient Service Revenue         \$ 161,104,332         \$ 179,428,241           Net Patient Service Revenue         \$ 84,666,735	Average Payment Period (Current Liabilities)	days		58.3		66.0
Equity Financing         48.51%         47.75%           Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         \$ 1,2877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 676,715         676,715           Total Gross Patient Service Revenue         \$ 161,104,332         \$ 179,428,241           Net Patient Service Revenue         \$ 84,666,735	Capital Structure					
Debt Service Coverage         rate         6.648         3.127           Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         \$ 464,607         \$ 476,172           Trustee Held Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         676,715           Total Gross Patient Service Revenue         \$ 84,666,735         \$ 76,719,010           Net Patient Service Revenue <t< td=""><td></td><td></td><td></td><td>48.51%</td><td></td><td>47.75%</td></t<>				48.51%		47.75%
Cash Flow to Total Debt         38.77%         14.65%           Fixed Asset Financing         58.84%         55.68%           Asset Efficiency           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 161,104,332         \$ 179,428,241           Net Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Reve		rate				
Asset Efficiency         55.68%           Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 67,715         676,715           Total Gross Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 663,223         773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807	_					
Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 663,223         \$ 773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807           Free Care (Charity Care)         \$ 1,051,681         \$ 2,205,938						55.68%
Total Asset Turnover         rate         1.487         1.446           Fixed Asset Turnover         rate         2.974         3.102           Other           Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 663,223         \$ 773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807           Free Care (Charity Care)         \$ 1,051,681         \$ 2,205,938	Asset Efficiency					
Other         Average Age of Plant (Depreciation only)         years         10.8         10.5           Net Plant, Property & Equipment (PP&E)         \$ 29,143,620         \$ 29,009,643           Cash & Investments (Current Assets)         \$ 4,156,365         \$ 925,337           Current Assets Whose Use is Limited         \$ 464,607         \$ 476,172           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Net Patient Service Revenue         \$ 663,223         \$ 773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807           Free Care (Charity Care)         \$ 1,051,681         \$ 2,205,938	•	rate		1.487		1.446
Average Age of Plant (Depreciation only)       years       10.8       10.5         Net Plant, Property & Equipment (PP&E)       \$ 29,143,620       \$ 29,009,643         Cash & Investments (Current Assets)       \$ 4,156,365       \$ 925,337         Current Assets Whose Use is Limited       \$ 464,607       \$ 476,172         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938	Fixed Asset Turnover	rate		2.974		3.102
Average Age of Plant (Depreciation only)       years       10.8       10.5         Net Plant, Property & Equipment (PP&E)       \$ 29,143,620       \$ 29,009,643         Cash & Investments (Current Assets)       \$ 4,156,365       \$ 925,337         Current Assets Whose Use is Limited       \$ 464,607       \$ 476,172         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938	Other					
Net Plant, Property & Equipment (PP&E)       \$ 29,143,620       \$ 29,009,643         Cash & Investments (Current Assets)       \$ 4,156,365       \$ 925,337         Current Assets Whose Use is Limited       \$ 464,607       \$ 476,172         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938		years		10.8		10.5
Cash & Investments (Current Assets)       \$ 4,156,365       \$ 925,337         Current Assets Whose Use is Limited       \$ 464,607       \$ 476,172         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938					\$	
Current Assets Whose Use is Limited       \$ 464,607       \$ 476,172         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938						
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 2,877,847         \$ 2,737,913           Fund Balance-Unrestricted         \$ 28,491,230         \$ 29,964,335           Temporarily Restricted Net Assets         \$ 1,369,669         \$ 1,237,972           Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 161,104,332         \$ 179,428,241           Net Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 663,223         \$ 773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807           Free Care (Charity Care)         \$ 1,051,681         \$ 2,205,938	· · ·				-	·
Board-Designated & Undesignated Investments       \$ 2,877,847       \$ 2,737,913         Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938			1			
Fund Balance-Unrestricted       \$ 28,491,230       \$ 29,964,335         Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938			\$	2.877.847	\$	2.737.913
Temporarily Restricted Net Assets       \$ 1,369,669       \$ 1,237,972         Permanently Restricted Net Assets       \$ 676,715       \$ 676,715         Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938						
Permanently Restricted Net Assets         \$ 676,715         \$ 676,715           Total Gross Patient Service Revenue         \$ 161,104,332         \$ 179,428,241           Net Patient Service Revenue         \$ 84,666,735         \$ 87,619,010           Total Non-Operating Revenue         \$ 663,223         \$ 773,744           Bad Debt (Provision for Bad Debt)         \$ 3,448,893         \$ 3,127,807           Free Care (Charity Care)         \$ 1,051,681         \$ 2,205,938						
Total Gross Patient Service Revenue       \$ 161,104,332       \$ 179,428,241         Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938	• •					
Net Patient Service Revenue       \$ 84,666,735       \$ 87,619,010         Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938	·					
Total Non-Operating Revenue       \$ 663,223       \$ 773,744         Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938					-	
Bad Debt (Provision for Bad Debt)       \$ 3,448,893       \$ 3,127,807         Free Care (Charity Care)       \$ 1,051,681       \$ 2,205,938						
Free Care (Charity Care) \$ 1,051,681 \$ 2,205,938	•					
	,					
	Total Operating Expenses		\$	79,255,361	\$	89,728,148

<sup>†</sup> Data not available or not applicable

Profitability           Operating Margin         2.83%         2.97%           Non-operating Revenue Margin         34.82%         37.54%           Total Margin         4.28%         4.67%	Mercy Hospital Portland, Me.			2005		2006
Qperating Margin   2.83%   2.97%   Non-operating Revenue Margin   34.82%   37.54%						
Total Margin				2.83%		2.97%
Total Margin				34.82%		37.54%
Return on Equity   7.12%   7.89%   Net Operating Income (Operating Surplus/Loss)   \$ 3,741,147   \$ 4,344,031   Total Surplus/Deficit (Total Surplus/Loss)   \$ 5,739,303   \$ 6,954,337				4.28%		4.67%
Net Operating Income (Operating Surplus/Loss)				7.12%		7.89%
Current Ratio (without Board Designated/Undesignated Investments)			\$	3,741,147	\$	4,344,031
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.605         1.946           Days in Accounts Receivable         days         56.0         43.7           Days Cash on Hand (Current)         days         7.8         24.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         81.0         24.7           Average Payment Period (Current Liabilities)         days         61.9         59.0           Capital Structure           Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         7.2         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate <t< td=""><td>Total Surplus/Deficit (Total Surplus/Loss)</td><td></td><td>\$</td><td>5,739,303</td><td>\$</td><td>6,954,437</td></t<>	Total Surplus/Deficit (Total Surplus/Loss)		\$	5,739,303	\$	6,954,437
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.605         1.946           Days in Accounts Receivable         days         56.0         43.7           Days Cash on Hand (Current)         days         7.8         24.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         81.0         24.7           Average Payment Period (Current Liabilities)         days         61.9         59.0           Capital Structure           Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         7.2         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate <t< td=""><td>Liquidity</td><td></td><td></td><td></td><td></td><td></td></t<>	Liquidity					
Days in Accounts Receivable   days   56.0   43.7	· ·	rate		1.605		1.946
Days Cash on Hand (Current)		days		56.0		43.7
Average Payment Period (Current Liabilities)         days         61.9         59.0           Capital Structure         Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         \$ 1,796,017         \$ 8,639,975           Current Assets Whose Use is Limited         \$ 80,629,370         \$ 88,092,015           Find Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779	·	days		7.8		24.5
Capital Structure           Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         † †         †           Fixed Assets Windered & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 1,998,156         \$ 24,274,959      <	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		81.0		247.7
Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7,3         7,9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         1         1         1           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 80,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue		days		61.9		59.0
Equity Financing         68.17%         46.27%           Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         1 + 1         1           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 80,992,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 9490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$	Capital Structure					
Debt Service Coverage         rate         5.750         6.976           Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         \$ 789,116         \$ 2,390,397           Trustee Held Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 25,088,552         \$ 247,274,959           Net Patient Service Revenue </td <td></td> <td></td> <td></td> <td>68.17%</td> <td></td> <td>46.27%</td>				68.17%		46.27%
Cash Flow to Total Debt         34.56%         14.03%           Fixed Asset Financing         28.33%         143.74%           Asset Efficiency           Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 225,088,552         \$ 247,274,959           Net Patient Service Revenue         \$ 128,980,119         \$ 143,426,692           Total Non-Ope		rate				
Asset Efficiency         170tal Asset Turnover         170tal Asset Mpose Use is Limited (PP&E)         \$ 48,224,161         \$ 53,053,545         170tal Assets Whose Use is Limited (PP&E)         \$ 1,796,017         \$ 6,639,975         170tal Assets Whose Use is Limited (PP&E)         \$ 1,796,017         \$ 6,639,975         170tal Assets Whose Use is Limited (PP&E)         \$ 1,996,116         \$ 2,390,397         Trustee Held Investments         \$ 1,996,116         \$ 2,909,397         Trustee Held Investments         \$ 1,994,116         \$ 2,909,397         Trustee Held Investments         \$ 1,994,116         \$ 2,909,397         Trustee Held Investments         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,629,370         \$ 80,						
Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         † 1         †           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 225,088,552         \$ 247,274,959           Net Patient Service Revenue         \$ 128,980,119         \$ 143,426,692           Total Non-Operating Revenue         \$ 1,998,156         \$ 2,610,406           Bad Debt (Provision for Bad Debt)         \$ 4,777,600         \$ 6,784,286           Free Care (Charity Care)         \$ 3,850,030 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Total Asset Turnover         rate         1.133         0.782           Fixed Asset Turnover         rate         2.738         2.757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         † 789,116         \$ 2,390,397           Trustee Held Investments         † 74         † 6,639,975           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 225,088,552         \$ 247,274,959           Net Patient Service Revenue         \$ 128,980,119         \$ 143,426,692           Total Non-Operating Revenue         \$ 1,998,156         \$ 2,610,406           Bad Debt (Provision for Bad Debt)         \$ 4,777,600         \$ 6,784,286           Free Care (Charity Care)         \$ 3,850,030	Asset Efficiency					
Fixed Asset Turnover         rate         2,738         2,757           Other           Average Age of Plant (Depreciation only)         years         7.3         7.9           Net Plant, Property & Equipment (PP&E)         \$ 48,224,161         \$ 53,053,545           Cash & Investments (Current Assets)         \$ 1,796,017         \$ 6,639,975           Current Assets Whose Use is Limited         \$ 789,116         \$ 2,390,397           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 225,088,552         \$ 247,274,959           Net Patient Service Revenue         \$ 128,980,119         \$ 143,426,692           Total Non-Operating Revenue         \$ 1,998,156         \$ 2,610,406           Bad Debt (Provision for Bad Debt)         \$ 4,777,600         \$ 6,784,286           Free Care (Charity Care)         \$ 3,850,030         \$ 5,371,124		rate		1.133		0.782
Average Age of Plant (Depreciation only)       years       7.3       7.9         Net Plant, Property & Equipment (PP&E)       \$ 48,224,161       \$ 53,053,545         Cash & Investments (Current Assets)       \$ 1,796,017       \$ 6,639,975         Current Assets Whose Use is Limited       \$ 789,116       \$ 2,390,397         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124		rate		2.738		
Average Age of Plant (Depreciation only)       years       7.3       7.9         Net Plant, Property & Equipment (PP&E)       \$ 48,224,161       \$ 53,053,545         Cash & Investments (Current Assets)       \$ 1,796,017       \$ 6,639,975         Current Assets Whose Use is Limited       \$ 789,116       \$ 2,390,397         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124	Other					
Net Plant, Property & Equipment (PP&E)       \$ 48,224,161       \$ 53,053,545         Cash & Investments (Current Assets)       \$ 1,796,017       \$ 6,639,975         Current Assets Whose Use is Limited       \$ 789,116       \$ 2,390,397         Trustee Held Investments       † †       †       †         Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124		years		7.3		7.9
Cash & Investments (Current Assets)       \$ 1,796,017       \$ 6,639,975         Current Assets Whose Use is Limited       \$ 789,116       \$ 2,390,397         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124					\$	
Current Assets Whose Use is Limited       \$ 789,116       \$ 2,390,397         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 24,266,155         \$ 82,263,581           Fund Balance-Unrestricted         \$ 80,629,370         \$ 88,092,015           Temporarily Restricted Net Assets         \$ 11,544,215         \$ 14,411,779           Permanently Restricted Net Assets         \$ 490,285         \$ 1,019,493           Total Gross Patient Service Revenue         \$ 225,088,552         \$ 247,274,959           Net Patient Service Revenue         \$ 128,980,119         \$ 143,426,692           Total Non-Operating Revenue         \$ 1,998,156         \$ 2,610,406           Bad Debt (Provision for Bad Debt)         \$ 4,777,600         \$ 6,784,286           Free Care (Charity Care)         \$ 3,850,030         \$ 5,371,124	· ,				-	
Board-Designated & Undesignated Investments       \$ 24,266,155       \$ 82,263,581         Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124			<u>.</u>			
Fund Balance-Unrestricted       \$ 80,629,370       \$ 88,092,015         Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124	Board-Designated & Undesignated Investments		\$	24,266,155	\$	82,263,581
Temporarily Restricted Net Assets       \$ 11,544,215       \$ 14,411,779         Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Permanently Restricted Net Assets       \$ 490,285       \$ 1,019,493         Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Total Gross Patient Service Revenue       \$ 225,088,552       \$ 247,274,959         Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124			-		-	
Net Patient Service Revenue       \$ 128,980,119       \$ 143,426,692         Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Total Non-Operating Revenue       \$ 1,998,156       \$ 2,610,406         Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Bad Debt (Provision for Bad Debt)       \$ 4,777,600       \$ 6,784,286         Free Care (Charity Care)       \$ 3,850,030       \$ 5,371,124						
Free Care (Charity Care) \$ 3,850,030 \$ 5,371,124	, ,					
	i ,					

<sup>†</sup> Data not available or not applicable

Mid Coast Hospital Brunswick, Me.			2005		2006
Profitability					
Operating Margin			5.58%		7.56%
Non-operating Revenue Margin			22.32%		29.09%
Total Margin			7.08%		10.35%
Return on Equity			11.08%		15.22%
Net Operating Income (Operating Surplus/Loss)		\$	4,149,140	\$	6,157,151
Total Surplus/Deficit (Total Surplus/Loss)		\$	5,341,230	\$	8,682,667
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		1.801		1.674
Days in Accounts Receivable	days		21.6		24.5
Days Cash on Hand (Current)	days		48.7		41.8
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		156.2		189.9
Average Payment Period (Current Liabilities)	days		49.9		51.4
Capital Structure					
Equity Financing			55.66%		60.07%
Debt Service Coverage	rate		2.857		4.094
Cash Flow to Total Debt			24.45%		33.82%
Fixed Asset Financing			60.15%		58.47%
Asset Efficiency					
Total Asset Turnover	rate		0.872		0.884
Fixed Asset Turnover	rate		1.690		1.929
TIACU ASSCETUTIOVCI	7440		1.050		1.525
Other					
Average Age of Plant (Depreciation only)	years		4.8		5.6
Net Plant, Property & Equipment (PP&E)		\$	43,975,311	\$	42,202,856
Cash & Investments (Current Assets)		\$	8,282,477	\$	7,591,499
Current Assets Whose Use is Limited		\$	544,361	\$	550,372
Trustee Held Investments		\$	2,917,694	\$	3,220,682
Board-Designated & Undesignated Investments		\$	19,454,470	\$	28,841,803
Fund Balance-Unrestricted					57,031,111
		\$	48,196,988	\$	37,031,111
Temporarily Restricted Net Assets		\$	48,196,988 6,236,694	\$	6,926,070
Temporarily Restricted Net Assets Permanently Restricted Net Assets					
		\$	6,236,694	\$ \$	6,926,070
Permanently Restricted Net Assets		\$ \$	6,236,694 4,765,766	\$ \$ \$	6,926,070 4,849,201
Permanently Restricted Net Assets Total Gross Patient Service Revenue		\$ \$ \$	6,236,694 4,765,766 133,725,650	\$ \$ \$	6,926,070 4,849,201 143,749,268
Permanently Restricted Net Assets Total Gross Patient Service Revenue Net Patient Service Revenue		\$ \$ \$	6,236,694 4,765,766 133,725,650 72,166,212	\$ \$ \$ \$	6,926,070 4,849,201 143,749,268 79,414,507
Permanently Restricted Net Assets Total Gross Patient Service Revenue Net Patient Service Revenue Total Non-Operating Revenue		\$ \$ \$ \$	6,236,694 4,765,766 133,725,650 72,166,212 1,192,090	\$ \$ \$ \$	6,926,070 4,849,201 143,749,268 79,414,507 2,525,516

enobscot Bay Medical Center Rockland, Me.		2005	2006
rofitability			
Operating Margin		5.43%	0.53%
Non-operating Revenue Margin		21.07%	84.08%
Total Margin		6.78%	3.24%
Return on Equity		12.81%	6.17%
Net Operating Income (Operating Surplus/Loss)		\$ 4,344,479	\$ 452,577
Total Surplus/Deficit (Total Surplus/Loss)		\$ 4,781,426	\$ 2,843,674
iquidity			
Current Ratio (without Board Designated/Undesignated Investments)	rate	4.237	3.570
Days in Accounts Receivable	days	42.8	41.8
Days Cash on Hand (Current)	days	104.6	97.6
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	104.6	97.6
Average Payment Period (Current Liabilities)	days	41.1	44.7
apital Structure			
Equity Financing		61.48%	62.47%
Debt Service Coverage	rate	5.331	4.148
Cash Flow to Total Debt	- 410	37.03%	26.40%
Fixed Asset Financing		57.79%	53.15%
sset Efficiency		1 161	1 100
Total Asset Turnover	rate	1.161	1.188
Fixed Asset Turnover	rate	2.444	2.540
ther			
Average Age of Plant (Depreciation only)	years	11.0	11.8
Net Plant, Property & Equipment (PP&E)		\$ 32,718,767	\$ 33,566,320
Cash & Investments (Current Assets)		\$ 19,361,314	\$ 20,443,299
Current Assets Whose Use is Limited		\$ 1,037,536	\$ 1,050,342
Trustee Held Investments		†	†
Board-Designated & Undesignated Investments		†	†
Fund Balance-Unrestricted		\$ 42,973,061	\$ 46,074,208
Temporarily Restricted Net Assets		\$ 1,585,715	\$ 1,938,215
Permanently Restricted Net Assets		\$ 5,653,420	\$ 5,751,817
Total Gross Patient Service Revenue		\$ 135,943,020	\$ 145,324,002
Net Patient Service Revenue		\$ 74,703,154	\$ 78,924,753
Total Non-Operating Revenue		\$ 1,159,883	\$ 2,391,097
Bad Debt (Provision for Bad Debt)		\$ 2,939,251	\$ 3,726,461
Free Care (Charity Care)		\$ 287,048	\$ 970,168

Southern Maine Medical Center Biddeford, Me.			2005	2006
Profitability				
Operating Margin			0.17%	0.12%
Non-operating Revenue Margin			84.01%	87.13%
Total Margin			1.07%	0.89%
Return on Equity			1.76%	1.45%
Net Operating Income (Operating Surplus/Loss)		\$	156,130	\$ 109,777
Total Surplus/Deficit (Total Surplus/Loss)		\$	976,174	 852,733
Liquidity				
Current Ratio (without Board Designated/Undesignated Investments)	rate		2.627	2.464
Days in Accounts Receivable	days		43.3	43.4
Days Cash on Hand (Current)	days		27.1	25.2
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		108.4	101.8
Average Payment Period (Current Liabilities)	days		39.4	38.7
Capital Structure				
Equity Financing			73.90%	75.17%
Debt Service Coverage	rate		4.421	4.342
Cash Flow to Total Debt			27.23%	27.11%
Fixed Asset Financing			32.15%	26.68%
Asset Efficiency				
Total Asset Turnover	rate		1.217	1.228
Fixed Asset Turnover	rate		2.977	2.842
Other				
Average Age of Plant (Depreciation only)	years		11.0	11.8
Net Plant, Property & Equipment (PP&E)		\$	30,320,203	\$ 33,436,790
Cash & Investments (Current Assets)		\$	5,468,974	\$ 5,334,468
Current Assets Whose Use is Limited		\$	903,122	\$ 926,807
Trustee Held Investments		\$	272,150	\$ 274,103
Board-Designated & Undesignated Investments		\$	19,093,231	\$ 18,999,373
Fund Balance-Unrestricted		\$	55,307,748	\$ 58,640,656
Temporarily Restricted Net Assets		\$	5,961,149	\$ 7,782,316
Permanently Restricted Net Assets		\$	1,614,749	\$ 1,649,766
Total Gross Patient Service Revenue		\$	173,343,872	\$ 187,851,556
Net Patient Service Revenue		\$	86,875,728	\$ 91,701,908
Total Non-Operating Revenue		\$	820,044	\$ 742,956
Bad Debt (Provision for Bad Debt)		\$	3,332,167	\$ 4,081,120
Free Care (Charity Care)		\$	2,673,799	\$ 4,092,231
Total Operating Expenses		\$	90,114,262	\$ 94,930,554
		+	Data not availabl	

Profitability   Operating Margin   3.16%   4.12%   3.778%   7.74%   7.44%   7.041   Margin   4.99%   4.44%   4.99%   4.44%   7.041   Margin   7.0	St Joseph Hospital Bangor, Me.		2005	2006
Operating Margin   3.16%   4.12%   Non-operating Revenue Margin   3.7.78%   7.44%				
Total Margin   4,98%   4.44%     Return on Equity   14,38%   11,98%     Net Operating Income (Operating Surplus/Loss)   \$ 2,281,770   \$ 3,471,805     Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,828,036   \$ 3,750,771     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   2.693   2.690     Days in Accounts Receivable   days   34.4   31.7     Days Cash on Hand (Current)   days   73.0   669.1     Days Cash on Hand (Current)   days   80.8   77.1     Average Payment Period (Current Liabilities)   days   50.4   47.4     Capital Structure   Equity Financing   47.48%   52.76%     Debt Service Coverage   rate   2.618   2.420     Cash Flow to Total Debt   25.40%   26.79%     Total Asset Turnover   rate   1.368   1.425     Fixed Asset Turnover   rate   2.812   3.034     Average Age of Plant (Depreciation only)   years   8.5   8.9     Net Plant, Property & Equipment (PP&E)   \$ 26,812,682   27,780,246     Cash & Investments (Current Assets)   \$ 13,665,264   \$ 14,577,028     Current Assets Whose Use is Limited   † † † † † † † † † † † † † † † † † †		$\neg$	3.16%	4.12%
Return on Equity	Non-operating Revenue Margin		37.78%	7.44%
Net Operating Income (Operating Surplus/Loss)	Total Margin		4.98%	4.44%
Net Operating Income (Operating Surplus/Loss)	Return on Equity		14.35%	11.98%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ 2,381,770	\$ 3,471,805
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.693         2.690           Days in Accounts Receivable         days         34.4         31.7           Days Cash on Hand (Current)         days         73.0         69.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         80.8         77.1           Average Payment Period (Current Liabilities)         days         50.4         47.4           Capital Structure           Equity Financing         47.48%         52.76%           Debt Service Coverage         rate         2.618         2.420           Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Asset Efficiency	Total Surplus/Deficit (Total Surplus/Loss)		\$ 3,828,036	\$ 3,750,771
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.693         2.690           Days in Accounts Receivable         days         34.4         31.7           Days Cash on Hand (Current)         days         73.0         69.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         80.8         77.1           Average Payment Period (Current Liabilities)         days         50.4         47.4           Capital Structure           Equity Financing         47.48%         52.76%           Debt Service Coverage         rate         2.618         2.420           Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Asset Efficiency	Liquidity			
Days in Accounts Receivable   days	· ·	rate	2.693	2.690
Days Cash on Hand (Current)		days	34.4	31.7
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   50.4   47.4	·	days	73.0	69.1
Average Payment Period (Current Liabilities)   days   50.4   47.4		days	80.8	77.1
Equity Financing         47.48%         52.76%           Debt Service Coverage         rate         2.618         2.420           Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         † 1         † 1         † 1           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412         Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170         Temporarily Restricted Net Assets         † †         †           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170         Temporarily Restricted Net Assets         † †         †           Fund		days	50.4	47.4
Equity Financing         47.48%         52.76%           Debt Service Coverage         rate         2.618         2.420           Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         † 1         † 1         † 1           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412         Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170         Temporarily Restricted Net Assets         † †         †           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170         Temporarily Restricted Net Assets         † †         †           Fund	Canital Structure			
Debt Service Coverage         rate         2.618         2.420           Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         † †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 13,163,443         \$ 145,080,080           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-			47.48%	52.76%
Cash Flow to Total Debt         25.40%         26.79%           Fixed Asset Financing         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454 <t< td=""><td></td><td>rate</td><td></td><td></td></t<>		rate		
Fixed Asset Efficiency         68.84%         61.16%           Asset Efficiency           Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 73,149,907         \$ 22,032,454           Total Non-Operating Revenue         \$ 1,446,266         278,966				
Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 1,446,266         278,966           Bad Debt (Provision for Bad Debt)         \$ 4,034,685         \$ 3,221,138           Free Care (Charity Care)         \$				
Total Asset Turnover         rate         1.368         1.425           Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 1,446,266         \$ 278,966           Bad Debt (Provision for Bad Debt)         \$ 4,034,685         \$ 3,221,138           Free Care (Charity Care) <td< td=""><td></td><td></td><td></td><td></td></td<>				
Fixed Asset Turnover         rate         2.812         3.034           Other           Average Age of Plant (Depreciation only)         years         8.5         8.9           Net Plant, Property & Equipment (PP&E)         \$ 26,812,682         \$ 27,780,246           Cash & Investments (Current Assets)         \$ 13,865,264         \$ 14,577,028           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 1,446,266         \$ 278,966           Bad Debt (Provision for Bad Debt)         \$ 34,034,685         \$ 3,221,138           Free Care (Charity Care)         \$ 534,232         \$ 1,309,931	•	rata	1 200	1 425
Other         Average Age of Plant (Depreciation only)       years       8.5       8.9         Net Plant, Property & Equipment (PP&E)       \$ 26,812,682       \$ 27,780,246         Cash & Investments (Current Assets)       \$ 13,865,264       \$ 14,577,028         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 1,007,482       \$ 1,012,412         Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931				
Average Age of Plant (Depreciation only)       years       8.5       8.9         Net Plant, Property & Equipment (PP&E)       \$ 26,812,682       \$ 27,780,246         Cash & Investments (Current Assets)       \$ 13,865,264       \$ 14,577,028         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 1,007,482       \$ 1,012,412         Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Fixed Asset Turnover	rate	2.812	3.034
Net Plant, Property & Equipment (PP&E)       \$ 26,812,682       \$ 27,780,246         Cash & Investments (Current Assets)       \$ 13,865,264       \$ 14,577,028         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 1,007,482       \$ 1,012,412         Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Other			
Cash & Investments (Current Assets)       \$ 13,865,264       \$ 14,577,028         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 1,007,482       \$ 1,012,412         Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Average Age of Plant (Depreciation only)	years	8.5	8.9
Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 1,007,482       \$ 1,012,412         Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Net Plant, Property & Equipment (PP&E)		\$ 26,812,682	\$ 27,780,246
Trustee Held Investments         \$ 1,007,482         \$ 1,012,412           Board-Designated & Undesignated Investments         \$ 1,496,651         \$ 1,700,158           Fund Balance-Unrestricted         \$ 26,679,550         \$ 31,316,170           Temporarily Restricted Net Assets         † †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 1,446,266         \$ 278,966           Bad Debt (Provision for Bad Debt)         \$ 4,034,685         \$ 3,221,138           Free Care (Charity Care)         \$ 534,232         \$ 1,309,931	Cash & Investments (Current Assets)		\$ 13,865,264	\$ 14,577,028
Board-Designated & Undesignated Investments       \$ 1,496,651       \$ 1,700,158         Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Current Assets Whose Use is Limited		†	†
Fund Balance-Unrestricted       \$ 26,679,550       \$ 31,316,170         Temporarily Restricted Net Assets       †       †         Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Trustee Held Investments		\$ 1,007,482	\$ 1,012,412
Temporarily Restricted Net Assets         †         †           Permanently Restricted Net Assets         \$ 1,875,671         \$ 2,393,087           Total Gross Patient Service Revenue         \$ 131,633,443         \$ 145,080,806           Net Patient Service Revenue         \$ 73,149,907         \$ 82,032,454           Total Non-Operating Revenue         \$ 1,446,266         \$ 278,966           Bad Debt (Provision for Bad Debt)         \$ 4,034,685         \$ 3,221,138           Free Care (Charity Care)         \$ 534,232         \$ 1,309,931	Board-Designated & Undesignated Investments		\$ 1,496,651	\$ 1,700,158
Permanently Restricted Net Assets       \$ 1,875,671       \$ 2,393,087         Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Fund Balance-Unrestricted		\$ 26,679,550	\$ 31,316,170
Total Gross Patient Service Revenue       \$ 131,633,443       \$ 145,080,806         Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Temporarily Restricted Net Assets		†	†
Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Permanently Restricted Net Assets		\$ 1,875,671	\$ 2,393,087
Net Patient Service Revenue       \$ 73,149,907       \$ 82,032,454         Total Non-Operating Revenue       \$ 1,446,266       \$ 278,966         Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Total Gross Patient Service Revenue		131,633,443	\$ 145,080,806
Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Net Patient Service Revenue		73,149,907	\$ 82,032,454
Bad Debt (Provision for Bad Debt)       \$ 4,034,685       \$ 3,221,138         Free Care (Charity Care)       \$ 534,232       \$ 1,309,931	Total Non-Operating Revenue		\$ 1,446,266	\$ 278,966
Free Care (Charity Care) \$ 534,232 \$ 1,309,931	Bad Debt (Provision for Bad Debt)		\$ 4,034,685	\$ 3,221,138
Total Operating Expenses \$ 73,021,444 \$ 80,808,517	Free Care (Charity Care)		\$ 534,232	\$ 1,309,931
	Total Operating Expenses		\$ 73,021,444	\$ 80,808,517

<sup>†</sup> Data not available or not applicable

St. Mary's Regional Medical Center Lewiston, Me.			2005		2006
Profitability					
Operating Margin			15.88%		3.40%
Non-operating Revenue Margin			7.87%		41.15%
Total Margin			17.01%		5.65%
Return on Equity			36.60%		10.92%
Net Operating Income (Operating Surplus/Loss)		\$	18,921,154	\$	3,781,202
Total Surplus/Deficit (Total Surplus/Loss)		\$	20,536,947	\$	6,424,943
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		4.189		4.179
Days in Accounts Receivable	days		43.6		36.2
Days Cash on Hand (Current)	days		24.9		20.7
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		102.8		99.8
Average Payment Period (Current Liabilities)	days		28.3		28.5
Capital Structure					
Equity Financing			64.32%		65.76%
Debt Service Coverage	rate		12.304		5.649
Cash Flow to Total Debt			78.47%		35.32%
Fixed Asset Financing			75.45%		76.61%
Asset Efficiency					
Total Asset Turnover	rate		1.384		1.272
Fixed Asset Turnover	rate		3.826		3.797
Other					
Average Age of Plant (Depreciation only)	years		9.3		7.3
Net Plant, Property & Equipment (PP&E)		\$	31,138,320	\$	29,275,599
Cash & Investments (Current Assets)		\$	6,580,392		5,842,744
Current Assets Whose Use is Limited			†		†
Trustee Held Investments		\$	1,018,227	\$	1,090,903
Board-Designated & Undesignated Investments		\$	20,550,259	\$	22,313,281
Fund Balance-Unrestricted		\$	56,110,837	\$	58,843,867
Temporarily Restricted Net Assets		-			589,630
Permanently Restricted Net Assets		\$	744,572	\$	303,030
Permanently Restricted Net Assets		\$ \$	744,572 620,696	\$	664,062
Total Gross Patient Service Revenue		\$			
·			620,696	\$	664,062
Total Gross Patient Service Revenue		\$ \$ \$	620,696 245,070,827	\$ \$ \$	664,062 262,163,211
Total Gross Patient Service Revenue  Net Patient Service Revenue		\$ \$	620,696 245,070,827 118,029,504	\$ \$ \$ \$	664,062 262,163,211 109,694,854
Total Gross Patient Service Revenue  Net Patient Service Revenue  Total Non-Operating Revenue		\$ \$ \$	620,696 245,070,827 118,029,504 1,615,793	\$ \$ \$ \$	664,062 262,163,211 109,694,854 2,643,741

Operating Margin Non-operating Revenue Margin Total Margin Return on Equity Net Operating Income (Operating Surplus/Loss) Stotal Surplus/Deficit (Total Surplus/Loss)  \$  quidity Current Ratio (without Board Designated/Undesignated Investments) Tate Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  ### Dept Service Coverage Cash Flow to Total Debt Fixed Asset Financing  ### Designated Structure  ### Service Coverage Total Asset Turnover  ### Tate Fixed Asset Turnover		\$ 2,68	2.80% 36.54% 4.34% 8.35% 82,782 27,512
Non-operating Revenue Margin  Total Margin  Return on Equity  Net Operating Income (Operating Surplus/Loss)  \$ Total Surplus/Deficit (Total Surplus/Loss)  \$ quidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Applicat Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seset Efficiency  Total Asset Turnover  Total Asset Turnover  Tate  Fixed Asset Turnover  Tate	28.57% 5.60% 10.71% 3,546,080 4,964,435	\$ 2,68	36.54% 4.34% 8.35% 82,782
Total Margin Return on Equity Net Operating Income (Operating Surplus/Loss) \$ Total Surplus/Deficit (Total Surplus/Loss) \$ Total Surplus/Deficit (Total Surplus/Loss) \$  quidity Current Ratio (without Board Designated/Undesignated Investments) Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  apital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  seet Efficiency Total Asset Turnover  Total Asset Turnover  Tate Fixed Asset Turnover  Tate	5.60% 10.71% 3,546,080 4,964,435	\$ 2,68	4.34% 8.35% 82,782
Return on Equity  Net Operating Income (Operating Surplus/Loss)  \$ Total Surplus/Deficit (Total Surplus/Loss)  \$ quidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Applital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Total Asset Turnover  Total Asset Turnover  Fixed Asset Turnover	10.71% 3,546,080 4,964,435	\$ 2,68	8.35% 82,782
Net Operating Income (Operating Surplus/Loss)  Total Surplus/Deficit (Total Surplus/Loss)  \$  quidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Applicat Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Tate  Fixed Asset Turnover	3,546,080 4,964,435	\$ 2,68	82,782
Total Surplus/Deficit (Total Surplus/Loss)  quidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  apital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  asset Efficiency  Total Asset Turnover  Fixed Asset Turnover	4,964,435		
quidity Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  Applicate Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Seet Efficiency Total Asset Turnover Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover		\$ 4,22	27,512
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Apys  Applicated Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	1,250		
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Apys  Applicated Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	1.250		
Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  Applial Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing Seet Efficiency Total Asset Turnover Fixed Asset Turnover			1.666
Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Applital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	42.6		43.6
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Appital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	12.6		8.0
Average Payment Period (Current Liabilities)  Appital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Seet Efficiency Total Asset Turnover Fixed Asset Turnover Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	113.7		100.9
Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	59.3		41.0
Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover			
Debt Service Coverage rate  Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover rate  Fixed Asset Turnover rate	57.94%	6	51.71%
Cash Flow to Total Debt  Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  rate  rate	4.907		4.996
Fixed Asset Financing  Seet Efficiency  Total Asset Turnover  Fixed Asset Turnover  rate	26.20%		27.41%
Total Asset Turnover rate  Fixed Asset Turnover rate	46.69%		47.76%
Total Asset Turnover rate  Fixed Asset Turnover rate			
Fixed Asset Turnover rate	1.108		1.187
	2,345		2.490
	2.5 15		2.150
ther			
Average Age of Plant (Depreciation only) years	8.6		7.7
Net Plant, Property & Equipment (PP&E) \$	37,190,004	\$ 38,47	70,737
Cash & Investments (Current Assets) \$	781,699	\$ 48	86,162
Current Assets Whose Use is Limited \$	1,980,060	\$ 1,46	63,703
Trustee Held Investments	†		†
Board-Designated & Undesignated Investments \$	22,104,928	\$ 22,59	90,759
Fund Balance-Unrestricted \$	46,339,477	\$ 50,62	27,768
Temporarily Restricted Net Assets \$	4,720,730	\$ 5,04	46,739
Permanently Restricted Net Assets \$	2,373,035	\$ 2,41	16,178
Total Gross Patient Service Revenue \$	151,907,770	\$ 170,48	39,672
Net Patient Service Revenue \$	84,114,925	\$ 93,09	91,746
Total Non-Operating Revenue \$			44,730
Bad Debt (Provision for Bad Debt) \$			49,735
Free Care (Charity Care) \$			24,806
Total Operating Expenses \$	83,671,499		13,704

## **Hospital Peer Group C**

The following four hospitals are included in this peer group:

Cary Medical Center Franklin Memorial Hospital Henrietta D. Goodall Hospital Maine Coast Memorial Hospital

Non-operating Revenue Margin   13.79%   178.74%	Cary Medical Center Caribou, Me.		2005	5	2006
Non-operating Revenue Margin   13.79%   178.74%   178.74%   176.14   176.14   179.75   176.14   177.77   176.24   17.77   176.24   17.77   17.77   176.24   17.24   17.77   17.25   17.24   17.77   17.25	Profitability				
Total Margin	Operating Margin		2.97%	5	-0.42%
Return on Equity   10.18%   1.58%   Net Operating Income (Operating Surplus/Loss)   \$ 1,167,590   \$ (167,908)   Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,354,346   \$ 213,250   \$ (167,908)   \$ 1,354,346   \$ 213,250   \$ (167,908)   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346   \$ 213,250   \$ (1,354,346	Non-operating Revenue Margin		13.79%	5	178.74%
Net Operating Income (Operating Surplus/Loss)   \$ 1,167,590   \$ (167,908)     Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,354,346   \$ 213,250     Liquidity	Total Margin		3.43%	5	0.53%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,354,346   \$ 213,250	Return on Equity		10.18%	5	1.58%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ 1,167,590	\$	(167,908)
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.801         1.671           Days in Accounts Receivable         days         18.8         18.2           Days Cash on Hand (Current)         days         30.0         36.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         79.9         86.5           Average Payment Period (Current Liabilities)         days         43.5         45.9           Capital Structure           Equity Financing         58.80%         59.27%           Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         9.208,596         8,546,729           Other         Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         8,546,729           Cash & Investments (Cur	Total Surplus/Deficit (Total Surplus/Loss)		\$ 1,354,346	\$	213,250
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.801         1.671           Days in Accounts Receivable         days         18.8         18.2           Days Cash on Hand (Current)         days         30.0         36.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         79.9         86.5           Average Payment Period (Current Liabilities)         days         43.5         45.9           Capital Structure           Equity Financing         58.80%         59.27%           Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         9.208,596         8,546,729           Other         Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         8,546,729           Cash & Investments (Cur	Liquidity				
Days in Accounts Receivable   days   18.8   18.2		rate	1.801	т	1.671
Days Cash on Hand (Current)		days	18.8	-	18.2
Average Payment Period (Current Liabilities)         days         43.5         45.9           Capital Structure         Equity Financing         58.80%         59.27%           Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency          1.747         1.777           Fixed Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other          9.208,596         \$ 8,546,729           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         \$ 4,77,499         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Totale Held Investments         \$ 4,77,049         \$ 162,665           Fund Balance-Un	·	days	30.0	-	36.1
Capital Structure           Equity Financing         \$8.80%         \$59.27%           Debt Service Coverage         ***ate**         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         ***rate**         1.747         1.777           Fixed Asset Turnover         ***rate**         4.271         4.702           Other           Average Age of Plant (Depreciation only)         ***vears**         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         3,655,884           Trustee Held Investments         † †         †           Temporarily Restricted & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         \$ 79,806,352         \$ 82,185,692	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	79.9	-	86.5
Equity Financing         58.80%         59.27%           Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         3,655,884           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         † †         †           Permanently Restricted Net Assets         † 7         †           Net Patient Service Revenue         \$ 79,806,352         \$ 82,185,692 <td>Average Payment Period (Current Liabilities)</td> <td>days</td> <td>43.5</td> <td></td> <td>45.9</td>	Average Payment Period (Current Liabilities)	days	43.5		45.9
Equity Financing         58.80%         59.27%           Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         3,655,884           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         † †         †           Permanently Restricted Net Assets         † 7         †           Net Patient Service Revenue         \$ 79,806,352         \$ 82,185,692 <td>Capital Structure</td> <td></td> <td></td> <td></td> <td></td>	Capital Structure				
Debt Service Coverage         rate         6.631         3.086           Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         † † †         †           Ture Held Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 79,806,352			58.80%	5	59.27%
Cash Flow to Total Debt         34.13%         20.62%           Fixed Asset Financing         48.69%         46.60%           Asset Efficiency           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         † †         †           Fund Balance-Unrestricted         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 1,505,274		rate			
Asset Efficiency         48.69%         46.60%           Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         † †         †           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         † †         †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,505,274         7 60,652           Free Care (Charity Care)         \$ 855,290         \$ 1,034,739	Ţ.			5	
Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,505,274         \$ 760,652           Free Care (Charity Care)         \$ 855,290				_	46.60%
Total Asset Turnover         rate         1.747         1.777           Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,505,274         \$ 760,652           Free Care (Charity Care)         \$ 855,290	Asset Efficiency				
Fixed Asset Turnover         rate         4.271         4.702           Other           Average Age of Plant (Depreciation only)         years         10.7         12.3           Net Plant, Property & Equipment (PP&E)         \$ 9,208,596         \$ 8,546,729           Cash & Investments (Current Assets)         \$ 477,049         \$ 162,665           Current Assets Whose Use is Limited         \$ 2,506,768         \$ 3,655,884           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,034,739         \$ 1,034,739		rate	1.747	т	1.777
Average Age of Plant (Depreciation only)       years       10.7       12.3         Net Plant, Property & Equipment (PP&E)       \$ 9,208,596       \$ 8,546,729         Cash & Investments (Current Assets)       \$ 477,049       \$ 162,665         Current Assets Whose Use is Limited       \$ 2,506,768       \$ 3,655,884         Trustee Held Investments       † † †       †       †         Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739	Fixed Asset Turnover	rate	4.271		4.702
Average Age of Plant (Depreciation only)       years       10.7       12.3         Net Plant, Property & Equipment (PP&E)       \$ 9,208,596       \$ 8,546,729         Cash & Investments (Current Assets)       \$ 477,049       \$ 162,665         Current Assets Whose Use is Limited       \$ 2,506,768       \$ 3,655,884         Trustee Held Investments       † † †       †       †         Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739	Other				
Net Plant, Property & Equipment (PP&E)       \$ 9,208,596       \$ 8,546,729         Cash & Investments (Current Assets)       \$ 477,049       \$ 162,665         Current Assets Whose Use is Limited       \$ 2,506,768       \$ 3,655,884         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739		vears	10.7		12.3
Cash & Investments (Current Assets)       \$ 477,049       \$ 162,665         Current Assets Whose Use is Limited       \$ 2,506,768       \$ 3,655,884         Trustee Held Investments       † † †       †       †         Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739		,		_	
Current Assets Whose Use is Limited       \$ 2,506,768       \$ 3,655,884         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739				_	
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 4,965,725         \$ 5,343,290           Fund Balance-Unrestricted         \$ 13,301,767         \$ 13,530,216           Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,505,274         \$ 760,652           Free Care (Charity Care)         \$ 855,290         \$ 1,034,739	· ,			-	
Board-Designated & Undesignated Investments       \$ 4,965,725       \$ 5,343,290         Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739				Ť	
Fund Balance-Unrestricted       \$ 13,301,767       \$ 13,530,216         Temporarily Restricted Net Assets       \$ 611,814       \$ 10,532         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739			\$ 4.965.725	\$	5.343.290
Temporarily Restricted Net Assets         \$ 611,814         \$ 10,532           Permanently Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 79,806,352         \$ 82,185,692           Net Patient Service Revenue         \$ 35,850,705         \$ 37,000,698           Total Non-Operating Revenue         \$ 186,756         \$ 381,158           Bad Debt (Provision for Bad Debt)         \$ 1,505,274         \$ 760,652           Free Care (Charity Care)         \$ 855,290         \$ 1,034,739					
Permanently Restricted Net Assets         †         *					
Total Gross Patient Service Revenue       \$ 79,806,352       \$ 82,185,692         Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739					
Net Patient Service Revenue       \$ 35,850,705       \$ 37,000,698         Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739	·		\$ 79,806,352	\$	82,185,692
Total Non-Operating Revenue       \$ 186,756       \$ 381,158         Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739	Net Patient Service Revenue				
Bad Debt (Provision for Bad Debt)       \$ 1,505,274       \$ 760,652         Free Care (Charity Care)       \$ 855,290       \$ 1,034,739					
Free Care (Charity Care) \$ 855,290 \$ 1,034,739	, ,				

<sup>†</sup> Data not available or not applicable

Non-operating Revenue Margin   26.80%   76.41%	Franklin Memorial Hospital Farmington, Me.			2005		2006
Non-operating Revenue Margin   26.80%   76.41%   Total Margin   6.19%   2.34%   Return on Equity   9.63%   3.59%   Net Operating Income (Operating Surplus/Loss)   \$ 2,573,657   \$ 326,178   Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,573,657   \$ 326,178   Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568    Liquidity   Section	Profitability					
Total Margin   6.19%   2.34%   Return on Equity   9.63%   3.59%   3.59%   Net Operating Income (Operating Surplus/Loss)   \$ 2,573,657   \$ 326,178   Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568      Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568     Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568     Uquidity   Current Ratio (without Board Designated/Undesignated Investments)   Total Company   7.00   Days in Accounts Receivable   days   42.0   38.4   Days Cash on Hand (Current)   days   98.0   68.3   Days Cash on Hand (Linel. Board Designated/Undesignated Investments)   days   126.2   94.0   Average Payment Period (Current Liabilities)   days   50.9   43.1	Operating Margin			4.60%		0.56%
Return on Equity   9.63%   3.59%   Net Operating Income (Operating Surplus/Loss)   \$ 2,573,657   \$ 326,178   Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568	Non-operating Revenue Margin			26.80%		76.41%
Net Operating Income (Operating Surplus/Loss)	Total Margin			6.19%		2.34%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,515,698   \$ 1,382,568	Return on Equity			9.63%		3.59%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$	2,573,657	\$	326,178
Current Ratio (without Board Designated/Undesignated Investments)         rate         3.653         3.925           Days in Accounts Receivable         days         42.0         38.4           Days Cash on Hand (Current)         days         98.0         68.3           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         126.2         94.0           Average Payment Period (Current Liabilities)         days         50.9         43.1           Capital Structure           Equity Financing         67.38%         68.89%           Debt Service Coverage         rate         4.998         3.505           Cash Flow to Total Debt         34.55%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376	Total Surplus/Deficit (Total Surplus/Loss)		\$	3,515,698	\$	1,382,568
Days in Accounts Receivable   days   42.0   38.4	Liquidity					
Days in Accounts Receivable   days   42.0   38.4		rate		3.653		3.925
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   126.2   94.0		days		42.0		38.4
Average Payment Period (Current Liabilities)   days   50.9   43.1	Days Cash on Hand (Current)	days		98.0		68.3
Capital Structure           Equity Financing         67.38%         68.89%           Debt Service Coverage         rate         4.998         3.505           Cash Flow to Total Debt         34.56%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         † †         †         †           Trustee Held Investments         \$ 3,918,659         \$ 3,856,266           Find Balance-Unrestricted         \$ 36,505,458         \$ 3,856,266           Fund Balance-Unrestricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 2,146,735         \$ 1,970,089	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		126.2		94.0
Equity Financing         67.38%         68.89%           Debt Service Coverage         rate         4.998         3.505           Cash Flow to Total Debt         34.56%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,707,950         \$ 1,234,305           Trustee Held Investments         \$ 1,707,950         \$ 1,234,305           Trustee Held Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,0	Average Payment Period (Current Liabilities)	days		50.9		43.1
Equity Financing         67.38%         68.89%           Debt Service Coverage         rate         4.998         3.505           Cash Flow to Total Debt         34.56%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,707,950         \$ 1,234,305           Trustee Held Investments         \$ 1,707,950         \$ 1,234,305           Trustee Held Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,0	Capital Structure					
Debt Service Coverage         rate         4.998         3.505           Cash Flow to Total Debt         34.56%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue				67.38%		68.89%
Cash Flow to Total Debt         34.56%         23.90%           Fixed Asset Financing         43.89%         41.47%           Asset Efficiency           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operat		rate				
Asset Efficiency         43.89%         41.47%           Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 942,041         \$ 1,056,390	_					
Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         † † † † †         † † † † †           Board-Designated & Undesignated Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 942,041         \$ 1,056,390           Bad Debt (Provision for Bad Debt)         \$ 3,058,880         2,899,056           Free Care (Charity Care)         \$ 1,0						41.47%
Total Asset Turnover         rate         1.049         1.056           Fixed Asset Turnover         rate         2.315         2.205           Other           Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         † † † † †         † † † † †           Board-Designated & Undesignated Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 942,041         \$ 1,056,390           Bad Debt (Provision for Bad Debt)         \$ 3,058,880         2,899,056           Free Care (Charity Care)         \$ 1,0	Asset Efficiency					
Other         Average Age of Plant (Depreciation only)         years         9.3         9.6           Net Plant, Property & Equipment (PP&E)         \$ 24,143,768         \$ 26,292,359           Cash & Investments (Current Assets)         \$ 12,543,054         \$ 9,036,376           Current Assets Whose Use is Limited         \$ 1,072,950         \$ 1,234,305           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 942,041         \$ 1,056,390           Bad Debt (Provision for Bad Debt)         \$ 3,058,880         \$ 2,899,056           Free Care (Charity Care)         \$ 1,096,563         \$ 1,383,311		rate		1.049		1.056
Average Age of Plant (Depreciation only)       years       9.3       9.6         Net Plant, Property & Equipment (PP&E)       \$ 24,143,768       \$ 26,292,359         Cash & Investments (Current Assets)       \$ 12,543,054       \$ 9,036,376         Current Assets Whose Use is Limited       \$ 1,072,950       \$ 1,234,305         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311	Fixed Asset Turnover	rate		2.315		2.205
Average Age of Plant (Depreciation only)       years       9.3       9.6         Net Plant, Property & Equipment (PP&E)       \$ 24,143,768       \$ 26,292,359         Cash & Investments (Current Assets)       \$ 12,543,054       \$ 9,036,376         Current Assets Whose Use is Limited       \$ 1,072,950       \$ 1,234,305         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311	Other					
Net Plant, Property & Equipment (PP&E)       \$ 24,143,768       \$ 26,292,359         Cash & Investments (Current Assets)       \$ 12,543,054       \$ 9,036,376         Current Assets Whose Use is Limited       \$ 1,072,950       \$ 1,234,305         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311		years		9.3		9.6
Cash & Investments (Current Assets)       \$ 12,543,054       \$ 9,036,376         Current Assets Whose Use is Limited       \$ 1,072,950       \$ 1,234,305         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311					\$	
Current Assets Whose Use is Limited       \$ 1,072,950       \$ 1,234,305         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311						
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 3,918,659         \$ 3,856,266           Fund Balance-Unrestricted         \$ 36,505,458         \$ 38,504,882           Temporarily Restricted Net Assets         \$ 2,146,735         \$ 1,970,089           Permanently Restricted Net Assets         \$ 1,211,724         \$ 1,213,032           Total Gross Patient Service Revenue         \$ 99,093,227         \$ 108,325,378           Net Patient Service Revenue         \$ 54,039,754         \$ 55,480,681           Total Non-Operating Revenue         \$ 942,041         \$ 1,056,390           Bad Debt (Provision for Bad Debt)         \$ 3,058,880         \$ 2,899,056           Free Care (Charity Care)         \$ 1,096,563         \$ 1,383,311	· · ·					
Board-Designated & Undesignated Investments       \$ 3,918,659       \$ 3,856,266         Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311			т		T	
Fund Balance-Unrestricted       \$ 36,505,458       \$ 38,504,882         Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311			\$	3.918.659	\$	3.856.266
Temporarily Restricted Net Assets       \$ 2,146,735       \$ 1,970,089         Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311						
Permanently Restricted Net Assets       \$ 1,211,724       \$ 1,213,032         Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311						
Total Gross Patient Service Revenue       \$ 99,093,227       \$ 108,325,378         Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311					-	
Net Patient Service Revenue       \$ 54,039,754       \$ 55,480,681         Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311	·					
Total Non-Operating Revenue       \$ 942,041       \$ 1,056,390         Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311						
Bad Debt (Provision for Bad Debt)       \$ 3,058,880       \$ 2,899,056         Free Care (Charity Care)       \$ 1,096,563       \$ 1,383,311						
Free Care (Charity Care) \$ 1,096,563 \$ 1,383,311						
	` '					
			\$		\$	57,654,641

<sup>†</sup> Data not available or not applicable

Non-operating Revenue Margin	Henrietta D. Goodall Hospital Sanford, Me.			2005		2006
Non-operating Revenue Margin	Profitability					
Total Margin   6.23%   1.87%   Return on Equity   6.74%   2.46%   2.46%   Return on Equity   6.74%   2.46%   2.46%   8.24%	Operating Margin			-9.56%		-1.15%
Return on Equity	Non-operating Revenue Margin			-48.68%		159.64%
Net Operating Income (Operating Surplus/Loss)	Total Margin			-6.23%		1.87%
Total Surplus/Deficit (Total Surplus/Loss)   \$ (3,048,911) \$ 1,147,167	Return on Equity			-6.74%		2.46%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$	(4,533,153)	\$	(684,182)
Current Ratio (without Board Designated/Undesignated Investments)         rate         0.982         1.167           Days in Accounts Receivable         days         48.3         55.3           Days Cash on Hand (Current)         days         34.4         12.7           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         272.8         184.0           Average Payment Period (Current Liabilities)         days         106.2         100.8           Capital Structure           Equity Financing         62.39%         60.44%           Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858	Total Surplus/Deficit (Total Surplus/Loss)		\$	(3,048,911)	\$	1,147,167
Days in Accounts Receivable   days   48.3   55.3	Liquidity					
Days in Accounts Receivable   days   48.3   55.3		rate		0.982		1.167
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   272.8   184.0     Average Payment Period (Current Liabilities)   days   106.2   100.8     Capital Structure   Equity Financing   62.39%   60.44%     Debt Service Coverage   7ate   0.299   2.545     Cash Flow to Total Debt   -0.91%   13.15%     Fixed Asset Financing   52.95%   50.87%     Asset Efficiency   Total Asset Turnover   7ate   1.935   2.061     Other   Average Age of Plant (Depreciation only)   years   8.2   8.8     Net Plant, Property & Equipment (PP&E)   \$24,514,061   \$28,925,346     Cash & Investments (Current Assets)   \$3,178,510   \$750,858     Current Assets Whose Use is Limited   \$1,460,128   \$1,252,494     Trustee Held Investments   † † †		days		48.3		55.3
Average Payment Period (Current Liabilities)         days         106.2         100.8           Capital Structure         Equity Financing         62.39%         60.44%           Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency         Total Asset Turnover         7ate         0.675         0.795           Fixed Asset Turnover         7ate         1.935         2.061           Other         Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         \$ 1,252,494           Tustee Held Investments         \$ 1,460,128         \$ 1,252,494           Tustee Held Investments         \$ 32,114,422         \$ 6,993,315           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 3,650,000         \$ 1,614,438           Permanently Restricted Net Assets	Days Cash on Hand (Current)	days		34.4		12.7
Capital Structure           Equity Financing         62.39%         60.44%           Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         † †         †           Fund Balance-Unrestricted         \$ 32,114,422         26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         46,693,315           Temporarily Restricted Net Assets         \$ 9,828,926         10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         104,442,707           Net Patient Ser	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		272.8		184.0
Equity Financing         62.39%         60.44%           Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,778,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         \$ 1,460,128         1,252,494           Fund Balance-Unrestricted         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121	Average Payment Period (Current Liabilities)	days		106.2		100.8
Equity Financing         62.39%         60.44%           Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,778,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         \$ 1,460,128         1,252,494           Fund Balance-Unrestricted         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121	Capital Structure					
Debt Service Coverage         rate         0.299         2.545           Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         \$ 1,460,128         1,252,494           Trustee Held Investments         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted Net Assets         \$ 32,100,000         \$ 1,614,438           Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Total Gross Patient Service R				62,39%		60,44%
Cash Flow to Total Debt         -0.91%         13.15%           Fixed Asset Financing         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         †         †         †           Fund Balance-Unrestricted         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 10,614,574           Total Non-Operating Revenue         \$ 45,327,121         \$ 7,418,312           Total Non-Operating		rate				
Asset Efficiency         52.95%         50.87%           Asset Efficiency           Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         1,252,494           Trustee Held Investments         † †         †         †           Fund Balance-Unrestricted         \$ 32,114,422         \$ 26,945,180         Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315         Temporarily Restricted Net Assets         \$ 1,650,700         \$ 1,614,438         Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574         Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707         Total Fatient Service Revenue         \$ 83,496,235         \$ 104,442,707         Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349         Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985         Free	Ţ.					
Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         \$ 1,252,494           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 1,650,700         \$ 1,614,438           Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121         \$ 57,418,312           Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349           Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985           Free Care (Charity Care)         \$ 328,564						50.87%
Total Asset Turnover         rate         0.675         0.795           Fixed Asset Turnover         rate         1.935         2.061           Other           Average Age of Plant (Depreciation only)         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         \$ 1,252,494           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 1,650,700         \$ 1,614,438           Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121         \$ 57,418,312           Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349           Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985           Free Care (Charity Care)         \$ 328,564	Asset Efficiency					
Other         Average Age of Plant (Depreciation only)         years         8.2         8.8           Net Plant, Property & Equipment (PP&E)         \$ 24,514,061         \$ 28,925,346           Cash & Investments (Current Assets)         \$ 3,178,510         \$ 750,858           Current Assets Whose Use is Limited         \$ 1,460,128         \$ 1,252,494           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 1,650,700         \$ 1,614,438           Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121         \$ 57,418,312           Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349           Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985           Free Care (Charity Care)         \$ 328,564         \$ 450,459		rate		0.675		0.795
Average Age of Plant (Depreciation only)       years       8.2       8.8         Net Plant, Property & Equipment (PP&E)       \$ 24,514,061       \$ 28,925,346         Cash & Investments (Current Assets)       \$ 3,178,510       \$ 750,858         Current Assets Whose Use is Limited       \$ 1,460,128       \$ 1,252,494         Trustee Held Investments       † † † †       † † † †         Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459	Fixed Asset Turnover	rate		1.935		2.061
Average Age of Plant (Depreciation only)       years       8.2       8.8         Net Plant, Property & Equipment (PP&E)       \$ 24,514,061       \$ 28,925,346         Cash & Investments (Current Assets)       \$ 3,178,510       \$ 750,858         Current Assets Whose Use is Limited       \$ 1,460,128       \$ 1,252,494         Trustee Held Investments       † † † †       † † † †         Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459	Other					
Net Plant, Property & Equipment (PP&E)       \$ 24,514,061       \$ 28,925,346         Cash & Investments (Current Assets)       \$ 3,178,510       \$ 750,858         Current Assets Whose Use is Limited       \$ 1,460,128       \$ 1,252,494         Trustee Held Investments       † †       †       †         Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 328,564       \$ 450,459		years		8.2		8.8
Cash & Investments (Current Assets)       \$ 3,178,510       \$ 750,858         Current Assets Whose Use is Limited       \$ 1,460,128       \$ 1,252,494         Trustee Held Investments       † 1       † 1         Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459				-	\$	
Current Assets Whose Use is Limited       \$ 1,460,128       \$ 1,252,494         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459						
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 32,114,422         \$ 26,945,180           Fund Balance-Unrestricted         \$ 45,250,034         \$ 46,693,315           Temporarily Restricted Net Assets         \$ 1,650,700         \$ 1,614,438           Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121         \$ 57,418,312           Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349           Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985           Free Care (Charity Care)         \$ 328,564         \$ 450,459	· ,				-	
Board-Designated & Undesignated Investments       \$ 32,114,422       \$ 26,945,180         Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459			т			
Fund Balance-Unrestricted       \$ 45,250,034       \$ 46,693,315         Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459			\$	32.114.422	\$	26.945.180
Temporarily Restricted Net Assets       \$ 1,650,700       \$ 1,614,438         Permanently Restricted Net Assets       \$ 9,828,926       \$ 10,614,574         Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459						
Permanently Restricted Net Assets         \$ 9,828,926         \$ 10,614,574           Total Gross Patient Service Revenue         \$ 83,496,235         \$ 104,442,707           Net Patient Service Revenue         \$ 45,327,121         \$ 57,418,312           Total Non-Operating Revenue         \$ 1,484,242         \$ 1,831,349           Bad Debt (Provision for Bad Debt)         \$ 3,422,942         \$ 3,600,985           Free Care (Charity Care)         \$ 328,564         \$ 450,459						
Total Gross Patient Service Revenue       \$ 83,496,235       \$ 104,442,707         Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459						
Net Patient Service Revenue       \$ 45,327,121       \$ 57,418,312         Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459	·					
Total Non-Operating Revenue       \$ 1,484,242       \$ 1,831,349         Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459					-	
Bad Debt (Provision for Bad Debt)       \$ 3,422,942       \$ 3,600,985         Free Care (Charity Care)       \$ 328,564       \$ 450,459						
Free Care (Charity Care) \$ 328,564 \$ 450,459						
	· ·					

<sup>†</sup> Data not available or not applicable

Non-operating Revenue Margin   24.35%   31.     Total Margin   3.64%   2.     Return on Equity   9,70%   8.     Net Operating Income (Operating Surplus/Loss)   \$ 1,550,902 \$ 1,272     Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,050,209 \$ 1,852     Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,050,209 \$ 1,852     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   7ate   1.669   1.     Days in Accounts Receivable   days   36.1   3.     Days Cash on Hand (Current)   days   51.4       Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   69.1       Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   55.0       Capital Structure   Equity Financing   \$ 52.65%   56.0     Capital Structure   Equity Financing   \$ 52.65%   56.0     Debt Service Coverage   7ate   3.783   3.     Cash Flow to Total Debt   18.57%   22.     Fixed Asset Financing   44.93%   43.     Asset Efficiency   Total Asset Turnover   7ate   1.402   1.     Fixed Asset Turnover   7ate   2.342   2.     Cother   Average Age of Plant (Depreciation only)   years   13.3     Net Plant, Property & Equipment (PP&E)   \$ 23,825,061   \$ 23,106,     Cash & Investments (Current Assets)   \$ 7,091,923   7,216,     Current Assets Whose Use is Limited   \$ 341,187   \$ 413,     Trustee Held Investments   \$ 7,255,011   \$ 2,423,     Temporarily Restricted & \$ 21,137,528   \$ 22,853,     Temporarily Restricted Net Assets   \$ 600,000   \$ 600,     Net Plant, Property Restricted Revenue   \$ 9,948,5614   \$ 19,206,     Net Patient Service Revenue   \$ 53,455,740   \$ 60,438,     Total Non-Operating Revenue   \$ 9,948,5614   \$ 19,206,     Net Patient Service Revenue   \$ 9,90,007   \$ 500,     Bad Debt (Provision for Bad Debt)   \$ 2,200,868   \$ 2,283,     Free Care (Charity Care)   \$ 2,282,684   \$ 1,738,     Free Care (Charity Care)   \$ 2,282,684   \$ 1,738,     Total Carenty Care (Charity Care)   \$ 2,282,684   \$ 1,738,     Total Carenty Care (Charity Care)   \$ 2,282,684   \$ 1,738,     Total C	Maine Coast Memorial Hospital Ellsworth, Me.			2005		2006
Non-operating Revenue Margin   24.35%   31.	Profitability					
Total Margin   3.64%   2.     Return on Equity   9,70%   8.     Net Operating Income (Operating Surplus/Loss)   \$ 1,555,902   \$ 1,272     Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,050,209   \$ 1,852     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   1.669   1	Operating Margin			2.78%		2.01%
Return on Equity   9,70%   8.     Net Operating Income (Operating Surplus/Loss)   \$ 1,550,002 \$ 1,272     Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,050,209 \$ 1,852     Total Current Ratio (without Board Designated/Undesignated Investments)   \$ 695	Non-operating Revenue Margin			24.35%		31.33%
Net Operating Income (Operating Surplus/Loss)	Total Margin			3.64%		2.90%
Total Surplus/Deficit (Total Surplus/Loss)	Return on Equity			9.70%		8.11%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$	1,550,902	\$	1,272,346
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.669         1           Days in Accounts Receivable         days         36.1         36.1           Days Cash on Hand (Current)         days         51.4         59.4           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         69.1         69.1           Average Payment Period (Current Liabilities)         days         56.0         56.0           Capital Structure         Equity Financing         52.65%         56.           Debt Service Coverage         rate         3.783         3           Cash Flow to Total Debt         18.57%         22.           Fixed Asset Financing         44.93%         43           Asset Efficiency           Total Asset Turnover         rate         1.402         1           Fixed Asset Turnover         rate         2.342         2           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106           Cash & Investments (Current Assets)         \$ 7,091,923         7,216           Cash & Investments (Current Assets)         \$ 7,091,923 <t< td=""><td>Total Surplus/Deficit (Total Surplus/Loss)</td><td></td><td>\$</td><td>2,050,209</td><td>\$</td><td>1,852,744</td></t<>	Total Surplus/Deficit (Total Surplus/Loss)		\$	2,050,209	\$	1,852,744
Days in Accounts Receivable   Days Cash on Hand (Current)   Days Cash on Hand (Current)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days   D	Liquidity					
Days in Accounts Receivable   Days Cash on Hand (Current)   Days Cash on Hand (Current)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days   D	Current Ratio (without Board Designated/Undesignated Investments)	rate		1.669		1.990
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   69.1		days		36.1		26.3
Average Payment Period (Current Liabilities)   days   56.0   Capital Structure	Days Cash on Hand (Current)	days		51.4		46.5
Capital Structure           Equity Financing         52.65%         56.           Debt Service Coverage         rate         3.783         3.           Cash Flow to Total Debt         18.57%         22.           Fixed Asset Financing         44.93%         43.           Asset Efficiency           Total Asset Turnover         rate         1.402         1.           Fixed Asset Turnover         rate         2.342         2.           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106, cash & Investments (Current Assets)         \$ 7,091,923         \$ 7,216, current Assets Whose Use is Limited         \$ 341,187         \$ 413, current Assets Whose Use is Limited         \$ 341,187         \$ 413, current Asset As	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		69.1		61.2
Equity Financing   52.65%   56.	Average Payment Period (Current Liabilities)	days		56.0		44.8
Equity Financing   52.65%   56.	Capital Structure					
Debt Service Coverage         rate         3.783         3           Cash Flow to Total Debt         18.57%         22.           Fixed Asset Financing         44.93%         43.           Asset Efficiency           Total Asset Turnover         rate         1.402         1           Fixed Asset Turnover         rate         2.342         2           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106,           Cash & Investments (Current Assets)         \$ 7,091,923         7,216,           Current Assets Whose Use is Limited         \$ 341,187         413,           Trustee Held Investments         †         1           Board-Designated & Undesignated Investments         \$ 2,555,101         \$ 2,423,           Fund Balance-Unrestricted         \$ 21,137,528         \$ 22,883,           Temporarily Restricted Net Assets         \$ 270,468         780,           Permanently Restricted Net Assets         \$ 600,000         600,           Total Gross Patient Service Revenue         \$ 99,485,614         \$ 119,206,           Net Patient Service Revenue         \$ 53,455,740         \$ 60,438,				52.65%		56.53%
Cash Flow to Total Debt         18.57%         22.           Fixed Asset Financing         44.93%         43.           Asset Efficiency           Total Asset Turnover         rate         1.402         1           Fixed Asset Turnover         rate         2.342         2.           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106           Cash & Investments (Current Assets)         \$ 7,091,923         \$ 7,216           Current Assets Whose Use is Limited         \$ 341,187         \$ 413           Trustee Held Investments         †         \$ 2,555,101         \$ 2,423           Fund Balance-Unrestricted         \$ 2,555,101         \$ 2,423           Fund Balance-Unrestricted Net Assets         \$ 270,468         \$ 780           Permanently Restricted Net Assets         \$ 50,000         \$ 600           Total Gross Patient Service Revenue         \$ 99,485,614         \$ 119,206           Net Patient Service Revenue         \$ 53,455,740         \$ 60,438           Total Non-Operating Revenue         \$ 499,307         \$ 580           Bad Debt (Provision for Bad Debt)         \$ 2,282,684         \$ 1,738,		rate				3.829
Fixed Asset Efficiency         44.93%         43.           Total Asset Turnover         rate         1.402         1.           Fixed Asset Turnover         rate         2.342         2           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106           Cash & Investments (Current Assets)         \$ 7,091,923         \$ 7,216           Current Assets Whose Use is Limited         \$ 341,187         \$ 413           Trustee Held Investments         †         *           Board-Designated & Undesignated Investments         \$ 2,555,101         2,423           Fund Balance-Unrestricted         \$ 21,137,528         22,853           Temporarily Restricted Net Assets         \$ 270,468         780           Permanently Restricted Net Assets         \$ 600,000         600           Total Gross Patient Service Revenue         \$ 99,485,614         119,206           Net Patient Service Revenue         \$ 53,455,740         60,438           Total Non-Operating Revenue         \$ 499,307         \$ 580           Bad Debt (Provision for Bad Debt)         \$ 2,500,086         2,933           Free Care (Charity Care)         \$ 2,282,684 <td></td> <td></td> <td></td> <td></td> <td></td> <td>22.13%</td>						22.13%
Total Asset Turnover         rate         1.402         1.           Fixed Asset Turnover         rate         2.342         2.           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106,           Cash & Investments (Current Assets)         \$ 7,091,923         \$ 7,216,           Current Assets Whose Use is Limited         \$ 341,187         \$ 413,           Trustee Held Investments         †         *           Board-Designated & Undesignated Investments         \$ 2,555,101         \$ 2,423,           Fund Balance-Unrestricted         \$ 21,137,528         \$ 22,853,           Temporarily Restricted Net Assets         \$ 270,468         780,           Permanently Restricted Net Assets         \$ 600,000         \$ 600,           Total Gross Patient Service Revenue         \$ 99,485,614         \$ 119,206,           Net Patient Service Revenue         \$ 53,455,740         \$ 60,438,           Total Non-Operating Revenue         \$ 499,307         \$ 580,           Bad Debt (Provision for Bad Debt)         \$ 2,500,086         \$ 2,933,           Free Care (Charity Care)         \$ 2,282,684         \$ 1,738,						43.80%
Total Asset Turnover         rate         1.402         1.           Fixed Asset Turnover         rate         2.342         2.           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106, 23,	Asset Efficiency					
Fixed Asset Turnover         rate         2.342         2.           Other           Average Age of Plant (Depreciation only)         years         13.3           Net Plant, Property & Equipment (PP&E)         \$ 23,825,061         \$ 23,106, 23,10		rate		1.402		1.578
Average Age of Plant (Depreciation only)       years       13.3         Net Plant, Property & Equipment (PP&E)       \$ 23,825,061       \$ 23,106,         Cash & Investments (Current Assets)       \$ 7,091,923       \$ 7,216,         Current Assets Whose Use is Limited       \$ 341,187       \$ 413,         Trustee Held Investments       †         Board-Designated & Undesignated Investments       \$ 2,555,101       \$ 2,423,         Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853,         Temporarily Restricted Net Assets       \$ 270,468       \$ 780,         Permanently Restricted Net Assets       \$ 600,000       \$ 600,         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206,         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438,         Total Non-Operating Revenue       \$ 499,307       \$ 580,         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933,         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738,	Fixed Asset Turnover	rate		2.342		2.737
Average Age of Plant (Depreciation only)       years       13.3         Net Plant, Property & Equipment (PP&E)       \$ 23,825,061       \$ 23,106,         Cash & Investments (Current Assets)       \$ 7,091,923       \$ 7,216,         Current Assets Whose Use is Limited       \$ 341,187       \$ 413,         Trustee Held Investments       †         Board-Designated & Undesignated Investments       \$ 2,555,101       \$ 2,423,         Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853,         Temporarily Restricted Net Assets       \$ 270,468       \$ 780,         Permanently Restricted Net Assets       \$ 600,000       \$ 600,         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206,         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438,         Total Non-Operating Revenue       \$ 499,307       \$ 580,         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933,         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738,	Other					
Net Plant, Property & Equipment (PP&E)       \$ 23,825,061       \$ 23,106         Cash & Investments (Current Assets)       \$ 7,091,923       \$ 7,216         Current Assets Whose Use is Limited       \$ 341,187       \$ 413         Trustee Held Investments       †         Board-Designated & Undesignated Investments       \$ 2,555,101       \$ 2,423         Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853         Temporarily Restricted Net Assets       \$ 270,468       780         Permanently Restricted Net Assets       \$ 600,000       \$ 600         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438         Total Non-Operating Revenue       \$ 499,307       \$ 580         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738		years		13.3		8.4
Cash & Investments (Current Assets)       \$ 7,091,923       \$ 7,216         Current Assets Whose Use is Limited       \$ 341,187       \$ 413         Trustee Held Investments       †         Board-Designated & Undesignated Investments       \$ 2,555,101       \$ 2,423         Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853         Temporarily Restricted Net Assets       \$ 600,000       \$ 600         Permanently Restricted Net Assets       \$ 99,485,614       \$ 119,206         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438         Total Non-Operating Revenue       \$ 499,307       \$ 580         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738					\$	23,106,644
Current Assets Whose Use is Limited       \$ 341,187 \$ 413, 17 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					-	7,216,624
Trustee Held Investments         †           Board-Designated & Undesignated Investments         \$ 2,555,101         \$ 2,423           Fund Balance-Unrestricted         \$ 21,137,528         \$ 22,853           Temporarily Restricted Net Assets         \$ 270,468         \$ 780           Permanently Restricted Net Assets         \$ 600,000         \$ 600           Total Gross Patient Service Revenue         \$ 99,485,614         \$ 119,206           Net Patient Service Revenue         \$ 53,455,740         \$ 60,438           Total Non-Operating Revenue         \$ 499,307         \$ 580           Bad Debt (Provision for Bad Debt)         \$ 2,500,086         \$ 2,933           Free Care (Charity Care)         \$ 2,282,684         \$ 1,738	· · ·				-	413,745
Board-Designated & Undesignated Investments       \$ 2,555,101       \$ 2,423,         Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853,         Temporarily Restricted Net Assets       \$ 270,468       \$ 780,         Permanently Restricted Net Assets       \$ 600,000       \$ 600,         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206,         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438,         Total Non-Operating Revenue       \$ 499,307       \$ 580,         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933,         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738,			т		7	†
Fund Balance-Unrestricted       \$ 21,137,528       \$ 22,853         Temporarily Restricted Net Assets       \$ 270,468       \$ 780         Permanently Restricted Net Assets       \$ 600,000       \$ 600         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438         Total Non-Operating Revenue       \$ 499,307       \$ 580         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738			\$	2.555.101	\$	2,423,620
Temporarily Restricted Net Assets       \$ 270,468       \$ 780         Permanently Restricted Net Assets       \$ 600,000       \$ 600         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438         Total Non-Operating Revenue       \$ 499,307       \$ 580         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738						22,853,454
Permanently Restricted Net Assets       \$ 600,000       \$ 600,000         Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206,000         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438,000         Total Non-Operating Revenue       \$ 499,307       \$ 580,000         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933,000         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738,000						780,895
Total Gross Patient Service Revenue       \$ 99,485,614       \$ 119,206         Net Patient Service Revenue       \$ 53,455,740       \$ 60,438         Total Non-Operating Revenue       \$ 499,307       \$ 580         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738	· · · ·					600,000
Net Patient Service Revenue       \$ 53,455,740       \$ 60,438,         Total Non-Operating Revenue       \$ 499,307       \$ 580,         Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933,         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738,						119,206,732
Total Non-Operating Revenue         \$ 499,307         \$ 580,           Bad Debt (Provision for Bad Debt)         \$ 2,500,086         \$ 2,933,           Free Care (Charity Care)         \$ 2,282,684         \$ 1,738,						60,438,219
Bad Debt (Provision for Bad Debt)       \$ 2,500,086       \$ 2,933         Free Care (Charity Care)       \$ 2,282,684       \$ 1,738						580,398
Free Care (Charity Care) \$ 2,282,684 \$ 1,738						2,933,082
	· ,					1,738,447
	Total Operating Expenses		\$	54,238,221	\$	61,961,925

<sup>†</sup> Data not available or not applicable

## **Hospital Peer Group D**

The following five hospitals are included in this peer group:

Inland Hospital
Miles Memorial Hospital
Northern Maine Medical Center
Parkview Adventist Medical Center
Stephens Memorial Hospital

Profitability   Operating Margin   9.25%	Inland Hospital Waterville, Me.		2005		2006
Operating Margin					
Total Margin   9.60%   7.2			9.25%		-2.38%
Total Margin   9.60%   -1.   Return on Equity   28.44%   -1.   Net Operating Income (Operating Surplus/Loss)   \$ 3,61,226 \$ (366)     Total Surplus/Deficit (Total Surplus/Loss)   \$ 3,764,034 \$ (83)     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   1.018   1.018     Days in Accounts Receivable   days   32.6     Days Cash on Hand (Current)   days   18.0     Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   54.0     Average Payment Period (Current Liabilities)   days   95.0			4.03%		-4.55%
Return on Equity			9.60%		-2.27%
Net Operating Income (Operating Surplus/Loss)			28.44%		-6.34%
Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   1.018			\$ 3,612,236	\$	(869,000)
Current Ratio (without Board Designated/Undesignated Investments)	Total Surplus/Deficit (Total Surplus/Loss)		\$ 3,764,034	\$	(831,142)
Current Ratio (without Board Designated/Undesignated Investments)	Liquidity				
Days in Accounts Receivable		rate	1.018		1.180
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   95.0		days	32.6		28.4
Average Payment Period (Current Liabilities)   days   95.0	Days Cash on Hand (Current)	days	18.0		24.8
Capital Structure         Equity Financing         51.09%         48           Debt Service Coverage         rate         5.806         6           Cash Flow to Total Debt         40.15%         4           Fixed Asset Financing         35.76%         48           Asset Efficiency           Total Asset Turnover         rate         1.514         5           Fixed Asset Turnover         rate         4.098         5           Other           Average Age of Plant (Depreciation only)         years         12.2           Net Plant, Property & Equipment (PP&E)         \$ 9,535,549         \$ 10,80           Cash & Investments (Current Assets)         \$ 1,534,232         \$ 1,53           Current Assets Whose Use is Limited         \$ 152,733         \$ 90           Trustee Held Investments         \$ 152,733         \$ 90           Trustee Held Investments         \$ 3,362,106         3,78           Fund Balance-Unrestricted         \$ 13,233,172         \$ 13,11           Temporarily Restricted Net Assets         \$ 28,296         \$ 25           Permanently Restricted Net Assets         \$ 432,094         \$ 45           Total Gross Patient Service Revenue         \$ 62,533,084         \$ 65,93 <td>Days Cash on Hand (Incl. Board Designated/Undesignated Investments)</td> <td>days</td> <td>54.0</td> <td></td> <td>63.1</td>	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	54.0		63.1
Equity Financing	Average Payment Period (Current Liabilities)	days	95.0		83.8
Equity Financing	Capital Structure				
Debt Service Coverage         rate         5.806         0           Cash Flow to Total Debt         40.15%         4           Fixed Asset Financing         35.76%         48           Asset Efficiency           Total Asset Turnover         rate         1.514         1           Fixed Asset Turnover         rate         4.098         1           Other           Average Age of Plant (Depreciation only)         years         12.2           Net Plant, Property & Equipment (PP&E)         \$ 9,535,549         10,80           Cash & Investments (Current Assets)         \$ 1,534,232         1,53           Current Assets Whose Use is Limited         \$ 152,733         90           Trustee Held Investments         \$ 400,259         \$ 13           Board-Designated & Undesignated Investments         \$ 3,362,106         \$ 3,78           Fund Balance-Unrestricted         \$ 13,233,172         \$ 13,11           Temporarily Restricted Net Assets         \$ 228,296         \$ 25           Permanently Restricted Net Assets         \$ 432,094         \$ 45           Total Gross Patient Service Revenue         \$ 62,533,084         \$ 65,93           Net Patient Service Revenue         \$ 62,533,084         \$ 65,93			51.09%		48.81%
Cash Flow to Total Debt       40.15%       46         Fixed Asset Financing       35.76%       48         Asset Efficiency         Total Asset Turnover       rate       1.514       1.514         Fixed Asset Turnover       rate       4.098       3.00         Other         Average Age of Plant (Depreciation only)       years       12.2         Net Plant, Property & Equipment (PP&E)       \$ 9,535,549       \$ 10,80         Cash & Investments (Current Assets)       \$ 1,534,232       \$ 1,53         Current Assets Whose Use is Limited       \$ 152,733       \$ 90         Trustee Held Investments       \$ 400,259       \$ 13         Board-Designated & Undesignated Investments       \$ 3,362,106       \$ 3,78         Fund Balance-Unrestricted       \$ 13,233,172       \$ 13,111         Temporarily Restricted Net Assets       \$ 228,296       \$ 25         Permanently Restricted Net Assets       \$ 432,094       \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084       65,933         Net Patient Service Revenue       \$ 38,052,430       \$ 35,355         Total Non-Operating Revenue       \$ 151,798       3         Bad Debt (Provision for Bad Debt)       \$ 671,231       \$ 1,256 </td <td></td> <td>rate</td> <td></td> <td></td> <td>0.481</td>		rate			0.481
Fixed Asset Efficiency         7ate         1.514         1.514           Fixed Asset Turnover         rate         4.098         3.576%           Other           Average Age of Plant (Depreciation only)         years         12.2           Net Plant, Property & Equipment (PP&E)         \$ 9,535,549         \$ 10,80           Cash & Investments (Current Assets)         \$ 1,534,232         \$ 1,53           Current Assets Whose Use is Limited         \$ 152,733         \$ 90           Trustee Held Investments         \$ 400,259         \$ 13           Board-Designated & Undesignated Investments         \$ 3,362,106         \$ 3,78           Fund Balance-Unrestricted         \$ 13,233,172         \$ 13,11           Temporarily Restricted Net Assets         \$ 228,296         \$ 25           Permanently Restricted Net Assets         \$ 432,094         4 55           Total Gross Patient Service Revenue         \$ 62,533,084         65,93           Net Patient Service Revenue         \$ 38,052,430         \$ 35,35           Total Non-Operating Revenue         \$ 151,798         3           Bad Debt (Provision for Bad Debt)         \$ 671,231         \$ 1,25           Free Care (Charity Care)         \$ 671,231         \$ 1,25			40.15%		4.70%
Total Asset Turnover         rate         1.514           Fixed Asset Turnover         rate         4.098           Other           Average Age of Plant (Depreciation only)         years         12.2           Net Plant, Property & Equipment (PP&E)         \$ 9,535,549         \$ 10,80           Cash & Investments (Current Assets)         \$ 1,534,232         \$ 1,53           Current Assets Whose Use is Limited         \$ 152,733         \$ 90           Trustee Held Investments         \$ 400,259         \$ 13           Board-Designated & Undesignated Investments         \$ 3,362,106         \$ 3,78           Fund Balance-Unrestricted         \$ 13,233,172         \$ 13,11           Temporarily Restricted Net Assets         \$ 228,296         \$ 25           Permanently Restricted Net Assets         \$ 432,094         \$ 45           Total Gross Patient Service Revenue         \$ 62,533,084         \$ 65,93           Net Patient Service Revenue         \$ 38,052,430         \$ 35,35           Total Non-Operating Revenue         \$ 151,798         \$ 3           Bad Debt (Provision for Bad Debt)         \$ 671,231         \$ 1,25           Free Care (Charity Care)         \$ 671,231         \$ 1,25					48.88%
Total Asset Turnover         rate         1.514           Fixed Asset Turnover         4.098         3.00           Other           Average Age of Plant (Depreciation only)         years         12.2           Net Plant, Property & Equipment (PP&E)         \$ 9,535,549         \$ 10,80           Cash & Investments (Current Assets)         \$ 1,534,232         \$ 1,53           Current Assets Whose Use is Limited         \$ 152,733         \$ 90           Trustee Held Investments         \$ 400,259         \$ 13           Board-Designated & Undesignated Investments         \$ 3,362,106         \$ 3,78           Fund Balance-Unrestricted         \$ 13,233,172         \$ 13,11           Temporarily Restricted Net Assets         \$ 228,296         \$ 25           Permanently Restricted Net Assets         \$ 432,094         \$ 45           Total Gross Patient Service Revenue         \$ 62,533,084         \$ 65,93           Net Patient Service Revenue         \$ 38,052,430         \$ 35,35           Total Non-Operating Revenue         \$ 151,798         \$ 3           Bad Debt (Provision for Bad Debt)         \$ 671,231         \$ 1,25           Free Care (Charity Care)         \$ 671,231         \$ 1,25	Asset Efficiency				
Other         Average Age of Plant (Depreciation only)       years       12.2         Net Plant, Property & Equipment (PP&E)       \$ 9,535,549 \$ 10,804         Cash & Investments (Current Assets)       \$ 1,534,232 \$ 1,534         Current Assets Whose Use is Limited       \$ 152,733 \$ 90         Trustee Held Investments       \$ 400,259 \$ 13         Board-Designated & Undesignated Investments       \$ 3,362,106 \$ 3,78         Fund Balance-Unrestricted       \$ 13,233,172 \$ 13,11         Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,359         Total Non-Operating Revenue       \$ 151,798 \$ 3         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,022         Free Care (Charity Care)       \$ 671,231 \$ 1,254		rate	1.514		1.363
Average Age of Plant (Depreciation only)       years       12.2         Net Plant, Property & Equipment (PP&E)       \$ 9,535,549 \$ 10,80         Cash & Investments (Current Assets)       \$ 1,534,232 \$ 1,536         Current Assets Whose Use is Limited       \$ 152,733 \$ 90         Trustee Held Investments       \$ 400,259 \$ 13         Board-Designated & Undesignated Investments       \$ 3,362,106 \$ 3,78         Fund Balance-Unrestricted       \$ 13,233,172 \$ 13,11         Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,359         Total Non-Operating Revenue       \$ 151,798 \$ 3         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,023         Free Care (Charity Care)       \$ 671,231 \$ 1,256	Fixed Asset Turnover	rate	4.098		3.385
Average Age of Plant (Depreciation only)       years       12.2         Net Plant, Property & Equipment (PP&E)       \$ 9,535,549 \$ 10,80         Cash & Investments (Current Assets)       \$ 1,534,232 \$ 1,536         Current Assets Whose Use is Limited       \$ 152,733 \$ 90         Trustee Held Investments       \$ 400,259 \$ 13         Board-Designated & Undesignated Investments       \$ 3,362,106 \$ 3,78         Fund Balance-Unrestricted       \$ 13,233,172 \$ 13,11         Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,359         Total Non-Operating Revenue       \$ 151,798 \$ 3         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,023         Free Care (Charity Care)       \$ 671,231 \$ 1,256	Other				
Net Plant, Property & Equipment (PP&E)       \$ 9,535,549       \$ 10,80         Cash & Investments (Current Assets)       \$ 1,534,232       \$ 1,536         Current Assets Whose Use is Limited       \$ 152,733       \$ 90         Trustee Held Investments       \$ 400,259       \$ 13         Board-Designated & Undesignated Investments       \$ 3,362,106       \$ 3,78         Fund Balance-Unrestricted       \$ 13,233,172       \$ 13,11         Temporarily Restricted Net Assets       \$ 228,296       \$ 25         Permanently Restricted Net Assets       \$ 432,094       \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084       \$ 65,93         Net Patient Service Revenue       \$ 38,052,430       \$ 35,359         Total Non-Operating Revenue       \$ 151,798       \$ 3         Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,023         Free Care (Charity Care)       \$ 671,231       \$ 1,256		years	12.2		7.8
Cash & Investments (Current Assets)       \$ 1,534,232       \$ 1,536         Current Assets Whose Use is Limited       \$ 152,733       \$ 907         Trustee Held Investments       \$ 400,259       \$ 133         Board-Designated & Undesignated Investments       \$ 3,362,106       \$ 3,783         Fund Balance-Unrestricted       \$ 13,233,172       \$ 13,119         Temporarily Restricted Net Assets       \$ 228,296       \$ 253         Permanently Restricted Net Assets       \$ 432,094       \$ 453         Total Gross Patient Service Revenue       \$ 62,533,084       \$ 65,933         Net Patient Service Revenue       \$ 38,052,430       \$ 35,359         Total Non-Operating Revenue       \$ 151,798       \$ 33         Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,023         Free Care (Charity Care)       \$ 671,231       \$ 1,256			\$ 9,535,549	\$	10,804,656
Current Assets Whose Use is Limited       \$ 152,733 \$ 900         Trustee Held Investments       \$ 400,259 \$ 130         Board-Designated & Undesignated Investments       \$ 3,362,106 \$ 3,780         Fund Balance-Unrestricted       \$ 13,233,172 \$ 13,111         Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,350         Total Non-Operating Revenue       \$ 151,798 \$ 30         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,020         Free Care (Charity Care)       \$ 671,231 \$ 1,256				_	1,536,333
Trustee Held Investments       \$ 400,259 \$ 133         Board-Designated & Undesignated Investments       \$ 3,362,106 \$ 3,783         Fund Balance-Unrestricted       \$ 13,233,172 \$ 13,115         Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,355         Total Non-Operating Revenue       \$ 151,798 \$ 33         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,023         Free Care (Charity Care)       \$ 671,231 \$ 1,256	· ,				902,627
Board-Designated & Undesignated Investments       \$ 3,362,106       \$ 3,788         Fund Balance-Unrestricted       \$ 13,233,172       \$ 13,119         Temporarily Restricted Net Assets       \$ 228,296       \$ 25         Permanently Restricted Net Assets       \$ 432,094       \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084       \$ 65,93         Net Patient Service Revenue       \$ 38,052,430       \$ 35,359         Total Non-Operating Revenue       \$ 151,798       \$ 35         Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,025         Free Care (Charity Care)       \$ 671,231       \$ 1,256	Trustee Held Investments		400,259		133,160
Fund Balance-Unrestricted       \$ 13,233,172       \$ 13,115         Temporarily Restricted Net Assets       \$ 228,296       \$ 25         Permanently Restricted Net Assets       \$ 432,094       \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084       \$ 65,93         Net Patient Service Revenue       \$ 38,052,430       \$ 35,359         Total Non-Operating Revenue       \$ 151,798       \$ 35         Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,025         Free Care (Charity Care)       \$ 671,231       \$ 1,256	Board-Designated & Undesignated Investments		3,362,106		3,781,505
Temporarily Restricted Net Assets       \$ 228,296 \$ 25         Permanently Restricted Net Assets       \$ 432,094 \$ 45         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,93         Net Patient Service Revenue       \$ 38,052,430 \$ 35,35         Total Non-Operating Revenue       \$ 151,798 \$ 3         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,02         Free Care (Charity Care)       \$ 671,231 \$ 1,256			13,233,172		13,115,823
Permanently Restricted Net Assets       \$ 432,094 \$ 455         Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,935         Net Patient Service Revenue       \$ 38,052,430 \$ 35,355         Total Non-Operating Revenue       \$ 151,798 \$ 35         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,025         Free Care (Charity Care)       \$ 671,231 \$ 1,256	Temporarily Restricted Net Assets				251,785
Total Gross Patient Service Revenue       \$ 62,533,084 \$ 65,933         Net Patient Service Revenue       \$ 38,052,430 \$ 35,359         Total Non-Operating Revenue       \$ 151,798 \$ 33         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,023         Free Care (Charity Care)       \$ 671,231 \$ 1,256	Permanently Restricted Net Assets		\$ 432,094	\$	452,438
Net Patient Service Revenue       \$ 38,052,430       \$ 35,359         Total Non-Operating Revenue       \$ 151,798       \$ 33         Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,023         Free Care (Charity Care)       \$ 671,231       \$ 1,254	Total Gross Patient Service Revenue		62,533,084	\$	65,937,363
Total Non-Operating Revenue       \$ 151,798 \$ 33         Bad Debt (Provision for Bad Debt)       \$ 1,634,013 \$ 2,023         Free Care (Charity Care)       \$ 671,231 \$ 1,256	Net Patient Service Revenue				35,359,509
Bad Debt (Provision for Bad Debt)       \$ 1,634,013       \$ 2,023         Free Care (Charity Care)       \$ 671,231       \$ 1,254	Total Non-Operating Revenue			\$	37,858
Free Care (Charity Care) \$ 671,231 \$ 1,254	Bad Debt (Provision for Bad Debt)				2,022,642
	Free Care (Charity Care)		671,231	\$	1,254,543
	Total Operating Expenses		\$		37,440,094

<sup>†</sup> Data not available or not applicable

Miles Memorial Hospital Damariscotta, Me.		200	05	2006
Profitability				
Operating Margin		2.25	%	4.72%
Non-operating Revenue Margin		18.15	%	6.05%
Total Margin		2.73	3%	5.01%
Return on Equity		7.96	5%	13.85%
Net Operating Income (Operating Surplus/Loss)		\$ 898,53	32 \$	2,133,255
Total Surplus/Deficit (Total Surplus/Loss)		\$ 2,195,47	74 \$	2,270,634
Liquidity				
Current Ratio (without Board Designated/Undesignated Investments)	rate	1.26	54	1.499
Days in Accounts Receivable	days	52	.2	55.6
Days Cash on Hand (Current)	days	3	.9	22.4
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	15	.9	33.8
Average Payment Period (Current Liabilities)	days	56	.2	77.1
Capital Structure				
Equity Financing		51.47	7%	51.10%
Debt Service Coverage	rate	4.78	_	6.050
Cash Flow to Total Debt		18.71		24.37%
Fixed Asset Financing		39.29		38.72%
Accet Efficiency				
Asset Efficiency Total Asset Turnover	rate	1.50	00	1.412
Fixed Asset Turnover	rate	2,24		2.621
TIACU ASSCETUTIOVCI	7410	2.2	.5	2.021
Other				
Average Age of Plant (Depreciation only)	years	13	.4	12.5
Net Plant, Property & Equipment (PP&E)		\$ 17,832,35	53 \$	17,227,436
Cash & Investments (Current Assets)		\$ 253,15	50 \$	2,394,493
Current Assets Whose Use is Limited		\$ 148,80	)2   \$	152,212
Trustee Held Investments			†	†
Board-Designated & Undesignated Investments		\$ 1,242,88	35 \$	1,293,667
Fund Balance-Unrestricted		\$ 13,792,52	20 \$	16,389,615
Temporarily Restricted Net Assets		\$ 588,54	17 \$	332,182
Permanently Restricted Net Assets		\$ 4,210,37	76 \$	4,400,945
Total Gross Patient Service Revenue		\$ 76,218,83	34 \$	86,884,742
Net Patient Service Revenue		\$ 39,122,87	76 \$	43,556,576
Total Non-Operating Revenue		\$ 199,20	)5 \$	137,379
Bad Debt (Provision for Bad Debt)		\$ 2,314,27	77   \$	3,441,420
Bad Debt (Provision for Bad Debt) Free Care (Charity Care)		\$ 2,314,27 \$ 753,39		

Northern Maine Medical Center Fort Kent, Me.			2005	2006
Profitability				
Operating Margin			3.12%	4.60%
Non-operating Revenue Margin			6.39%	24.39%
Total Margin			3.32%	6.00%
Return on Equity			10.11%	16.74%
Net Operating Income (Operating Surplus/Loss)		\$	1,276,468	\$ 2,050,922
Total Surplus/Deficit (Total Surplus/Loss)		\$	1,363,619	\$ 2,712,531
Liquidity				
Current Ratio (without Board Designated/Undesignated Investments)	rate		2.023	2.093
Days in Accounts Receivable	days		33.6	39.7
Days Cash on Hand (Current)	days		32.0	33.4
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		32.0	33.4
Average Payment Period (Current Liabilities)	days		45.8	50.1
Capital Structure				
Equity Financing			57.10%	58.66%
Debt Service Coverage	rate		3.260	4.241
Cash Flow to Total Debt			29.67%	38.59%
Fixed Asset Financing			46.56%	43.69%
Asset Efficiency				
Total Asset Turnover	rate		1.738	1.637
Fixed Asset Turnover	rate		3.560	3.350
Other				
Average Age of Plant (Depreciation only)	years		7.9	8.5
Net Plant, Property & Equipment (PP&E)		\$	11,505,985	\$ 13,298,551
Cash & Investments (Current Assets)		\$	3,338,883	\$ 3,732,616
Current Assets Whose Use is Limited			†	†
Trustee Held Investments		\$	108,348	\$ 150,058
Board-Designated & Undesignated Investments			†	†
Fund Balance-Unrestricted		\$	13,487,440	\$ 16,199,971
Temporarily Restricted Net Assets		\$	345,732	\$ 455,894
Permanently Restricted Net Assets			†	†
Total Gross Patient Service Revenue		\$	62,179,374	\$ 66,040,780
Net Patient Service Revenue		\$	39,898,243	43,417,472
Total Non-Operating Revenue		\$	87,151	\$ 661,609
Bad Debt (Provision for Bad Debt)		\$	382,987	\$ 582,506
		т		
Free Care (Charity Care)		\$	539,399	\$ 689,526

Profitability   Operating Margin   1.07%   1.21%   1.07%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   3.7.3%   8.8.87%   Return on Equity   7.98%   8.8.9%   Return on Equity   7.98%   8.8.9%   Return on Equity   7.98%   7.09%	Parkview Adventist Medical Center Brunswick, Me.			2005		2006
Non-operating Revenue Margin   37.40%   37.03%   10al Margin   1.70%   1.191%   1.191%   1.10%   1.191%   1.10%   1.191%   1.10%   1	·					
Total Margin   1.70%   1.91%   Return on Equity   7.98%   8.87%   8.86%   8.87%   8.46%   7.98%   8.87%   8.86%   8.87%   8.87%   8.86%   8.87%   8.86%   8.87%   8.87%   8.86%   8.87%   8.87%   8.86%   8.87%   8.	Operating Margin			1.07%		1.21%
Return on Equity	Non-operating Revenue Margin			37.40%		37.03%
Net Operating Income (Operating Surplus/Loss)	Total Margin			1.70%		1.91%
Total Surplus/Deficit (Total Surplus/Loss)	Return on Equity			7.98%		8.87%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$	378,370	\$	468,644
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.032         1.097           Days in Accounts Receivable         days         52.8         38.3           Days Cash on Hand (Current)         days         2.3         2.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         98.2         92.7           Average Payment Period (Current Liabilities)         days         98.2         92.7           Capital Structure         Equity Financing         38.49%         40.81%           Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency         7         17.28%         19.39%           Fixed Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         9.823,885         9.656,795           Cash & Investments (Current Assets)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         9.656,795           Cash & Investments (Current Ass	Total Surplus/Deficit (Total Surplus/Loss)		\$	604,434	\$	744,187
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.032         1.097           Days in Accounts Receivable         days         52.8         38.3           Days Cash on Hand (Current)         days         2.3         2.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         98.2         92.7           Capital Structure           Equity Financing         38.49%         40.81%           Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Turstee Held Investments         \$ 75,471         \$ 16,473           Board-Designated & Undesignated Inve	Liquidity					
Days in Accounts Receivable   days   52.8   38.3     Days Cash on Hand (Current)   days   2.3   2.5     Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   98.2   99.7     Average Payment Period (Current Liabilities)   days   98.2   99.7     Capital Structure   Equity Financing   38.49%   40.81%     Debt Service Coverage   rate   2.636   3.153     Cash Flow to Total Debt   17.28%   19.39%     Fixed Asset Financing   31.28%   29.80%     Asset Efficiency		rate		1.032		1.097
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   98.2   92.7		days		52.8		38.3
Average Payment Period (Current Liabilities)   days   98.2   92.7	Days Cash on Hand (Current)	days		2.3		2.5
Capital Structure           Equity Financing         38.49%         40.81%           Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         9,656,795           Cash & Investments (Current Assets)         \$ 9,823,885         9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Fixed Balance-Unrestricted         \$ 7,74,828         8,394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Ass	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		2.3		2.5
Equity Financing         38.49%         40.81%           Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         † †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         † †         †           Final Gross Patient Service Revenue         \$ 7,574,828         \$ 8,394,015           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218     <	Average Payment Period (Current Liabilities)	days		98.2		92.7
Equity Financing         38.49%         40.81%           Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Find Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146	Capital Structure					
Debt Service Coverage         rate         2.636         3.153           Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         † †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         \$ 74,212,532         \$ 1,278,218           Net Patient Service Revenue         \$ 74,212,532         \$ 1,278,218           Net Patient Service Revenue         \$ 226,064				38.49%		40.81%
Cash Flow to Total Debt         17.28%         19.39%           Fixed Asset Financing         31.28%         29.80%           Asset Efficiency           Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Toutal Gross Patient & Undesignated Investments         † †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (Provision for Bad Debt)         \$ 74,218,865         \$ 2,		rate				
Asset Efficiency         Total Asset Turnover         1.895           Fixed Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015         \$ 394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247         †           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (						
Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         † †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         275,543           Bad Debt (Provision for Bad Debt)         \$ 753,789         \$ 929,690						
Total Asset Turnover         rate         1.812         1.895           Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         † †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (Provision for Bad Debt)         \$ 753,789         \$ 929,690	Asset Efficiency					
Fixed Asset Turnover         rate         3.607         4.007           Other           Average Age of Plant (Depreciation only)         years         7.0         7.4           Net Plant, Property & Equipment (PP&E)         \$ 9,823,885         \$ 9,656,795           Cash & Investments (Current Assets)         \$ 75,471         \$ 116,473           Current Assets Whose Use is Limited         \$ 134,738         \$ 129,603           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 7,574,828         \$ 8,394,015           Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (Provision for Bad Debt)         \$ 74,328,465         \$ 2,404,086           Free Care (Charity Care)         \$ 753,789         \$ 929,690	•	rate		1.812		1.895
Average Age of Plant (Depreciation only)       years       7.0       7.4         Net Plant, Property & Equipment (PP&E)       \$ 9,823,885       \$ 9,656,795         Cash & Investments (Current Assets)       \$ 75,471       \$ 116,473         Current Assets Whose Use is Limited       \$ 134,738       \$ 129,603         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       † † †       †         Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015         Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690	Fixed Asset Turnover	rate		3.607		4.007
Average Age of Plant (Depreciation only)       years       7.0       7.4         Net Plant, Property & Equipment (PP&E)       \$ 9,823,885       \$ 9,656,795         Cash & Investments (Current Assets)       \$ 75,471       \$ 116,473         Current Assets Whose Use is Limited       \$ 134,738       \$ 129,603         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       † † †       †         Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015         Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       † †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690	Other					
Net Plant, Property & Equipment (PP&E)       \$ 9,823,885       \$ 9,656,795         Cash & Investments (Current Assets)       \$ 75,471       \$ 116,473         Current Assets Whose Use is Limited       \$ 134,738       \$ 129,603         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †       †         Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015       \$ 8,394,015       Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       †       †       †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690		years		7.0		7.4
Cash & Investments (Current Assets)       \$ 75,471       \$ 116,473         Current Assets Whose Use is Limited       \$ 134,738       \$ 129,603         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †         Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015         Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690			\$ 9		\$	
Current Assets Whose Use is Limited       \$ 134,738       \$ 129,603         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       †       †         Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015         Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690			•			
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$         7,574,828         \$         8,394,015           Temporarily Restricted Net Assets         \$         111,660         \$         31,247           Permanently Restricted Net Assets         †         †         †         †           Total Gross Patient Service Revenue         \$         74,212,532         \$         81,278,218           Net Patient Service Revenue         \$         35,146,121         \$         38,366,191           Total Non-Operating Revenue         \$         226,064         \$         275,543           Bad Debt (Provision for Bad Debt)         \$         1,438,465         \$         2,404,086           Free Care (Charity Care)         \$         753,789         \$         929,690	· · ·					
Board-Designated & Undesignated Investments         †         †         †         †         †         †         †         †         †         †         †         †         *         8,394,015         Temporarily Restricted Net Assets         \$         111,660         \$         31,247         Permanently Restricted Net Assets         †         * <t< td=""><td></td><td></td><td></td><td>•</td><td>Ė</td><td></td></t<>				•	Ė	
Fund Balance-Unrestricted       \$ 7,574,828       \$ 8,394,015         Temporarily Restricted Net Assets       \$ 111,660       \$ 31,247         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690				†		†
Temporarily Restricted Net Assets         \$ 111,660         \$ 31,247           Permanently Restricted Net Assets         † †         †           Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218           Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191           Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (Provision for Bad Debt)         \$ 1,438,465         \$ 2,404,086           Free Care (Charity Care)         \$ 753,789         \$ 929,690			\$ 7	.574.828	\$	8.394.015
Permanently Restricted Net Assets         †         †         †         †         †         †         †         †         Total Gross Patient Service Revenue         \$ 74,212,532         \$ 81,278,218         81,278,218         Net Patient Service Revenue         \$ 35,146,121         \$ 38,366,191         Total Non-Operating Revenue         \$ 226,064         \$ 275,543         Bad Debt (Provision for Bad Debt)         \$ 1,438,465         \$ 2,404,086         \$ 2,404,086         Free Care (Charity Care)         \$ 753,789         \$ 929,690			· ·		-	
Total Gross Patient Service Revenue       \$ 74,212,532       \$ 81,278,218         Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690	• •				Ė	
Net Patient Service Revenue       \$ 35,146,121       \$ 38,366,191         Total Non-Operating Revenue       \$ 226,064       \$ 275,543         Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690	·		\$ 74	,212,532	\$	81,278,218
Total Non-Operating Revenue         \$ 226,064         \$ 275,543           Bad Debt (Provision for Bad Debt)         \$ 1,438,465         \$ 2,404,086           Free Care (Charity Care)         \$ 753,789         \$ 929,690						
Bad Debt (Provision for Bad Debt)       \$ 1,438,465       \$ 2,404,086         Free Care (Charity Care)       \$ 753,789       \$ 929,690						
Free Care (Charity Care) \$ 753,789 \$ 929,690						
	·					

<sup>†</sup> Data not available or not applicable

Stephens Memorial Hospital Norway, Me.		2005		2006
Profitability		2003		
Operating Margin		8.47%		8.71%
Non-operating Revenue Margin		-3.80%		-4.30%
Total Margin		8.18%		8.38%
Return on Equity		14.39%		13.16%
Net Operating Income (Operating Surplus/Loss)		\$ 2,929,171	\$	3,217,312
Total Surplus/Deficit (Total Surplus/Loss)		\$ 2,821,961	\$	3,084,661
				, .
Liquidity				
Current Ratio (without Board Designated/Undesignated Investments)	rate	2.150		2.182
Days in Accounts Receivable	days	17.2		20.3
Days Cash on Hand (Current)	days	41.7		67.6
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	79.1		103.8
Average Payment Period (Current Liabilities)	days	52.0		53.2
Capital Structure				
Equity Financing		66.25%		71.84%
Debt Service Coverage	rate	3.616		5.264
Cash Flow to Total Debt	7460	47.13%		51.82%
Fixed Asset Financing		35.36%		24.85%
Tixeu Asset Financing		33.30 /0		24.05 /0
Asset Efficiency				
Total Asset Turnover	rate	1.165		1.128
Fixed Asset Turnover	rate	2.310		2.339
Other (District Control of Contro		0.7		11.2
Average Age of Plant (Depreciation only)	years	9.7	4	11.3
Net Plant, Property & Equipment (PP&E)	_	\$ 14,979,344	\$	15,787,522
Cash & Investments (Current Assets)		\$ 2,854,744	\$	5,255,934
Current Assets Whose Use is Limited		\$ 547,152	\$	675,500
Trustee Held Investments		\$ 326,988	\$	338,086
Board-Designated & Undesignated Investments		\$ 3,054,724	\$	3,176,221
Fund Balance-Unrestricted		\$ 19,613,046	\$	23,443,769
Temporarily Restricted Net Assets		\$ 1,814,033	\$	459,360
Permanently Restricted Net Assets		\$ 428,242	-	436,825
Total Gross Patient Service Revenue	$\perp$	\$ 66,951,619		72,745,529
Net Patient Service Revenue		\$ 34,164,012	-	36,473,277
Total Non-Operating Revenue		\$ (107,210)		(132,651)
Bad Debt (Provision for Bad Debt)		\$ 1,625,576		2,134,588
Free Care (Charity Care)		\$ 1,045,072		1,582,452
Total Operating Expenses		\$ 31,668,755	\$	33,716,180

<sup>†</sup> Data not available or not applicable

## **Hospital Peer Group E**

The following fifteen hospitals are included in this peer group:

Blue Hill Memorial Hospital
Bridgton Hospital
Calais Regional Hospital
Charles A. Dean Memorial Hospital
Down East Community Hospital
Houlton Regional Hospital
Mayo Regional Hospital
Millinocket Regional Hospital
Mount Desert Island Hospital
Penobscot Valley Hospital
Redington-Fairview General Hospital
Rumford Community Hospital
St. Andrews Hospital
Sebasticook Valley Hospital
Waldo County General Hospital

Non-operating Revenue Margin   -34.56%   122.93%	Blue Hill Memorial Hospital Blue Hill, Me.		20	05	2006
Non-operating Revenue Margin   34.56%   122.93%   1701a Margin   3.36%   2.47%   Return on Equity   7.00%   3.13%   13.13%   Net Operating Income (Operating Surplus/Loss)   \$ (1,223,410) \$ (143,489)   Total Surplus/Defict (Total Surplus/Loss)   \$ (909,212) \$ (625,725)   14.00   1.213   1.273					
Total Margin   3.96%   2.47%	Operating Margin		-5.4	0%	-0.58%
Return on Equity	Non-operating Revenue Margin		-34.5	6%	122.93%
Net Operating Income (Operating Surplus/Loss)   \$ (1,223,410)   \$ (143,489)     Total Surplus/Deficit (Total Surplus/Loss)   \$ (909,212)   \$ 625,725     Liquidity	Total Margin		-3.9	6%	2.47%
Total Surplus/Deficit (Total Surplus/Loss)   \$ (909,212) \$ 625,725	Return on Equity		-7.0	0%	3.13%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ (1,223,4	10) 9	\$ (143,489)
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.213         1.273           Days in Accounts Receivable         days         46.3         60.0           Days Cash on Hand (Current)         days         5.5         4.4           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         97.5         201.7           Average Payment Period (Current Liabilities)         days         57.0         58.4           Capital Structure           Equity Financing         65.83%         74.63%           Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         9.40         2.662           Other           Asset Efficiency	Total Surplus/Deficit (Total Surplus/Loss)		\$ (909,2	12) 9	\$ 625,725
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.213         1.273           Days in Accounts Receivable         days         46.3         60.0           Days Cash on Hand (Current)         days         5.5         4.4           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         97.5         201.7           Average Payment Period (Current Liabilities)         days         57.0         58.4           Capital Structure           Equity Financing         65.83%         74.63%           Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         9.40         2.662           Other           Asset Efficiency	Liquidity				
Days in Accounts Receivable   days   46.3   60.0		rate	1.2	13	1.273
Days Cash on Hand (Current)		days	46	5.3	60.0
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   97.5   201.7	·	days	5	5.5	4.4
Average Payment Period (Current Liabilities)         days         57.0         58.4           Capital Structure         Equity Financing         65.83%         74.63%           Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency         Total Asset Turnover         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other         Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 85,687         \$ 88,722           Trustee Held Investments         \$ 1         1         1           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fiund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         775,019           Permanently Restricted Net Assets         \$ 857,87		days	97	'.5	201.7
Equity Financing         65.83%         74.63%           Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         \$ 1,649,099         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 21,698,486		days	57	'.0	58.4
Equity Financing         65.83%         74.63%           Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         \$ 1,649,099         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 21,698,486	Canital Structure				
Debt Service Coverage         rate         0.898         3.021           Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         \$ 1,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         252,141           Total Gross Patient Service Revenue         \$ 314,198         \$ 769,214           Bad Debt (Provision for Bad Debt)         \$			65.8	3%	74.63%
Cash Flow to Total Debt         7.04%         29.03%           Fixed Asset Financing         34.13%         32.96%           Asset Efficiency         Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 32,247,089         \$ 36,923,796		rate		_	
Asset Efficiency         34.13%         32.96%           Asset Efficiency           Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         775,019           Permanently Restricted Net Assets         \$ 857,871         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 21,698,486         \$ 23,383,396           Total Non-Operating Revenue         \$ 314,198         769,214           Bad Debt (Pr					
Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 314,198         769,214           Bad Debt (Provision for Bad Debt)         \$ 1,094,109         \$ 1,544,731           Free Care (Charity Care)         \$ 225,914         \$ 359,681					32.96%
Total Asset Turnover         rate         1.166         0.948           Fixed Asset Turnover         rate         2.402         2.662           Other           Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 314,198         769,214           Bad Debt (Provision for Bad Debt)         \$ 1,094,109         \$ 1,544,731           Free Care (Charity Care)         \$ 225,914         \$ 359,681	Accet Efficiency				
Other         Average Age of Plant (Depreciation only)         years         9.7         9.6           Net Plant, Property & Equipment (PP&E)         \$ 9,438,929         \$ 9,240,113           Cash & Investments (Current Assets)         \$ 251,843         \$ 193,543           Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 314,198         769,214           Bad Debt (Provision for Bad Debt)         \$ 1,094,109         \$ 1,544,731           Free Care (Charity Care)         \$ 225,914         \$ 359,681		rate	1 1	66	n 948
Other         Average Age of Plant (Depreciation only)       years       9.7       9.6         Net Plant, Property & Equipment (PP&E)       \$ 9,438,929       \$ 9,240,113         Cash & Investments (Current Assets)       \$ 251,843       \$ 193,543         Current Assets Whose Use is Limited       \$ 85,687       \$ 88,722         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 5,677,829       \$ 12,649,099         Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681				_	
Average Age of Plant (Depreciation only)       years       9.7       9.6         Net Plant, Property & Equipment (PP&E)       \$ 9,438,929       \$ 9,240,113         Cash & Investments (Current Assets)       \$ 251,843       \$ 193,543         Current Assets Whose Use is Limited       \$ 85,687       \$ 88,722         Trustee Held Investments       † †       † †       † †         Board-Designated & Undesignated Investments       \$ 5,677,829       \$ 12,649,099         Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	TIACU ASSCETUTIOVCI	7410	2.1	02	2.002
Net Plant, Property & Equipment (PP&E)       \$ 9,438,929       \$ 9,240,113         Cash & Investments (Current Assets)       \$ 251,843       \$ 193,543         Current Assets Whose Use is Limited       \$ 85,687       \$ 88,722         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 5,677,829       \$ 12,649,099         Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Other				
Cash & Investments (Current Assets)       \$ 251,843       \$ 193,543         Current Assets Whose Use is Limited       \$ 85,687       \$ 88,722         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 5,677,829       \$ 12,649,099         Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Average Age of Plant (Depreciation only)	years	g	).7	9.6
Current Assets Whose Use is Limited         \$ 85,687         \$ 88,722           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 21,698,486         \$ 23,383,396           Total Non-Operating Revenue         \$ 314,198         \$ 769,214           Bad Debt (Provision for Bad Debt)         \$ 1,094,109         \$ 1,544,731           Free Care (Charity Care)         \$ 225,914         \$ 359,681	Net Plant, Property & Equipment (PP&E)		\$ 9,438,9	29   9	\$ 9,240,113
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 5,677,829         \$ 12,649,099           Fund Balance-Unrestricted         \$ 12,979,737         \$ 19,978,397           Temporarily Restricted Net Assets         \$ 857,871         \$ 775,019           Permanently Restricted Net Assets         \$ 262,141         \$ 252,141           Total Gross Patient Service Revenue         \$ 32,247,089         \$ 36,923,796           Net Patient Service Revenue         \$ 21,698,486         \$ 23,383,396           Total Non-Operating Revenue         \$ 314,198         \$ 769,214           Bad Debt (Provision for Bad Debt)         \$ 1,094,109         \$ 1,544,731           Free Care (Charity Care)         \$ 225,914         \$ 359,681	Cash & Investments (Current Assets)		\$ 251,8	43 9	\$ 193,543
Board-Designated & Undesignated Investments       \$ 5,677,829       \$ 12,649,099         Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Current Assets Whose Use is Limited		\$ 85,6	87   9	\$ 88,722
Fund Balance-Unrestricted       \$ 12,979,737       \$ 19,978,397         Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Trustee Held Investments			†	†
Temporarily Restricted Net Assets       \$ 857,871       \$ 775,019         Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Board-Designated & Undesignated Investments		\$ 5,677,8	29   9	\$ 12,649,099
Permanently Restricted Net Assets       \$ 262,141       \$ 252,141         Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Fund Balance-Unrestricted		\$ 12,979,7	37 9	\$ 19,978,397
Total Gross Patient Service Revenue       \$ 32,247,089       \$ 36,923,796         Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Temporarily Restricted Net Assets		\$ 857,8	71 9	\$ 775,019
Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Permanently Restricted Net Assets		\$ 262,1	41 9	\$ 252,141
Net Patient Service Revenue       \$ 21,698,486       \$ 23,383,396         Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Total Gross Patient Service Revenue			89 9	
Total Non-Operating Revenue       \$ 314,198       \$ 769,214         Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681	Net Patient Service Revenue				
Bad Debt (Provision for Bad Debt)       \$ 1,094,109       \$ 1,544,731         Free Care (Charity Care)       \$ 225,914       \$ 359,681					
Free Care (Charity Care) \$ 225,914 \$ 359,681	Bad Debt (Provision for Bad Debt)				
	Free Care (Charity Care)			14	
	Total Operating Expenses			45 9	\$ 24,742,808

Non-operating Revenue Margin   10.19%   20.90%	Bridgton Hospital Bridgton, Me.		2005		2006
Non-operating Revenue Margin   10.19%   20.90%   Total Margin   6.83%   7.18%   Return on Equity   15.34%   15.23%   15.23%   Net Operating Income (Operating Surplus/Loss)   \$ 1,515,342   \$ 1,541,377   Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,687,355   \$ 1,948,736   \$ 1,687,355   \$ 1,948,736   \$ 1,687,355   \$ 1,948,736   \$ 1,687,355   \$ 1,948,736   \$ 1,687,355   \$ 1,948,736   \$ 1,0	Profitability				
Total Margin   6.83%   7.18%   Return on Equity   15.34%   15.72	Operating Margin		6.18%		5.76%
Return on Equity	Non-operating Revenue Margin		10.19%		20.90%
Net Operating Income (Operating Surplus/Loss)	Total Margin		6.83%		7.18%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,687,355   \$ 1,948,736	Return on Equity		15.34%		15.72%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ 1,515,342	\$	1,541,377
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.333         2.877           Days in Accounts Receivable         days         28.9         31.3           Days Cash on Hand (Current)         days         6.5         6.0           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         41.7         45.6           Average Payment Period (Current Liabilities)         days         53.6         39.4           Capital Structure           Equity Financing         44.42%         48.16%           Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         1.639         1.766           Other           Werage Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash Riowestments (Current Assets)         †         †           Current Assets Whose Use Is Limited         \$ 389,181         \$ 394,397           Tr	Total Surplus/Deficit (Total Surplus/Loss)		\$ 1,687,355	\$	1,948,736
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.333         2.877           Days in Accounts Receivable         days         28.9         31.3           Days Cash on Hand (Current)         days         6.5         6.0           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         41.7         45.6           Average Payment Period (Current Liabilities)         days         53.6         39.4           Capital Structure           Equity Financing         44.42%         48.16%           Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         1.639         1.766           Other           Werage Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash Riowestments (Current Assets)         †         †           Current Assets Whose Use Is Limited         \$ 389,181         \$ 394,397           Tr	Liquidity				
Days in Accounts Receivable   days   28.9   31.3     Days Cash on Hand (Current)   days   6.5   6.0     Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   53.6   39.4     Average Payment Period (Current Liabilities)   days   53.6   39.4     Capital Structure   Equity Financing   44.42%   48.16%     Debt Service Coverage   rate   2.277   3.521     Cash Flow to Total Debt   19.91%   22.74%     Fixed Asset Financing   70.41%   68.17%     Asset Efficiency   70.41%   68.17%     Asset Efficiency   70.41%   68.17%     Asset Efficiency   70.41%   70.91%   70.41%     Total Asset Turnover   rate   0.998   1.055     Fixed Asset Turnover   rate   1.639   1.766     Other   Average Age of Plant (Depreciation only)   years   11.5   12.1     Net Plant, Property & Equipment (PP&E)   \$ 14,970,579   \$ 15,147,344     Cash & Investments (Current Assets)   † † † †     Current Assets Whose Use is Limited   \$ 389,181   \$ 394,397     Trustee Held Investments   \$ 45,543   \$ 695,656     Board-Designated & Undesignated Investments   \$ 11,002,829   \$ 12,398,805     Temporarily Restricted Net Assets   \$ 942,500   \$ 960,573     Total Gross Patient Service Revenue   \$ 45,763,654   \$ 48,759,293     Net Patient Service Revenue   \$ 45,763,654   \$ 48,759,293     Net Patient Service Revenue   \$ 172,013   \$ 407,599     Bad Debt (Provision for Bad Debt)   \$ 1,713,112   \$ 1,875,125     Free Care (Charity Care)   \$ 688,095   \$ 721,576		rate	2.333	П	2.877
Days Cash on Hand (Current)		days	28.9		31.3
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   53.6   39.4	·	days	6.5		6.0
Average Payment Period (Current Liabilities)         days         53.6         39.4           Capital Structure         Equity Financing         44.42%         48.16%           Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         † †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         \$ 695,656           Board-Designated Undesignated Investments         \$ 2,118,832         \$ 2,617,986           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 1,631,263         \$ 1,986,502           Permanently Re		days	41.7		45.6
Equity Financing         44.42%         48.16%           Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         394,397         17           Trustee Held Investments         \$ 45,543         695,656         68 Board-Designated & Undesignated Investments         \$ 45,743         \$ 695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         \$ 2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue					
Equity Financing         44.42%         48.16%           Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         394,397         17           Trustee Held Investments         \$ 45,543         695,656         68 Board-Designated & Undesignated Investments         \$ 45,743         \$ 695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         \$ 2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue	Canital Structure				
Debt Service Coverage         rate         2.277         3.521           Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         † †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         \$ 695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         \$ 2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 47,132,541         \$ 26,331,561           Total Non-Operating Reve			44.42%		48.16%
Cash Flow to Total Debt         19.91%         22.74%           Fixed Asset Financing         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         \$ 2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 1,631,263         \$ 1,986,502           Permanently Restricted Net Assets         \$ 94,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operati		rate			
Asset Efficiency         70.41%         68.17%           Asset Efficiency           Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 16,31,263         \$ 1,986,502           Permanently Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operating Revenue         \$ 1,713,112         \$ 1,875,125	_	7440			
Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 16,631,263         \$ 1,986,502           Permanently Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operating Revenue         \$ 172,013         \$ 407,359           Bad Debt (Provision for Bad Debt)         \$ 1,713,112         \$ 1,875,125           Free Care (Charity Care)         \$ 688,095				_	68.17%
Total Asset Turnover         rate         0.998         1.055           Fixed Asset Turnover         rate         1.639         1.766           Other           Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 16,631,263         \$ 1,986,502           Permanently Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operating Revenue         \$ 172,013         \$ 407,359           Bad Debt (Provision for Bad Debt)         \$ 1,713,112         \$ 1,875,125           Free Care (Charity Care)         \$ 688,095					
Other         Average Age of Plant (Depreciation only)         years         11.5         12.1           Net Plant, Property & Equipment (PP&E)         \$ 14,970,579         \$ 15,147,344           Cash & Investments (Current Assets)         †         †         †           Current Assets Whose Use is Limited         \$ 389,181         \$ 394,397           Trustee Held Investments         \$ 45,543         \$ 695,656           Board-Designated & Undesignated Investments         \$ 2,118,832         \$ 2,617,984           Fund Balance-Unrestricted         \$ 11,002,829         \$ 12,398,805           Temporarily Restricted Net Assets         \$ 1,631,263         \$ 1,986,502           Permanently Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operating Revenue         \$ 172,013         \$ 407,359           Bad Debt (Provision for Bad Debt)         \$ 1,713,112         \$ 1,875,125           Free Care (Charity Care)         \$ 688,095         \$ 721,576		rata	0.000		1 055
Other         Average Age of Plant (Depreciation only)       years       11.5       12.1         Net Plant, Property & Equipment (PP&E)       \$ 14,970,579       \$ 15,147,344         Cash & Investments (Current Assets)       †       †       †         Current Assets Whose Use is Limited       \$ 389,181       \$ 394,397         Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576				-	
Average Age of Plant (Depreciation only)       years       11.5       12.1         Net Plant, Property & Equipment (PP&E)       \$ 14,970,579       \$ 15,147,344         Cash & Investments (Current Assets)       †       †       †         Current Assets Whose Use is Limited       \$ 389,181       \$ 394,397         Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Fixed Asset Turnover	rate	1.639	$\vdash$	1.766
Net Plant, Property & Equipment (PP&E)       \$ 14,970,579       \$ 15,147,344         Cash & Investments (Current Assets)       †       †       †         Current Assets Whose Use is Limited       \$ 389,181       \$ 394,397         Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Other				
Cash & Investments (Current Assets)       †       †       †         Current Assets Whose Use is Limited       \$ 389,181       \$ 394,397         Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Average Age of Plant (Depreciation only)	years	11.5		12.1
Current Assets Whose Use is Limited       \$ 389,181       \$ 394,397         Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Net Plant, Property & Equipment (PP&E)		\$ 14,970,579	\$	15,147,344
Trustee Held Investments       \$ 45,543       \$ 695,656         Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Cash & Investments (Current Assets)		†		†
Board-Designated & Undesignated Investments       \$ 2,118,832       \$ 2,617,984         Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Current Assets Whose Use is Limited		\$ 389,181	\$	394,397
Fund Balance-Unrestricted       \$ 11,002,829       \$ 12,398,805         Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Trustee Held Investments		\$ 45,543	\$	695,656
Temporarily Restricted Net Assets       \$ 1,631,263       \$ 1,986,502         Permanently Restricted Net Assets       \$ 942,500       \$ 960,573         Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Board-Designated & Undesignated Investments		\$ 2,118,832	\$	2,617,984
Permanently Restricted Net Assets         \$ 942,500         \$ 960,573           Total Gross Patient Service Revenue         \$ 45,763,654         \$ 48,759,293           Net Patient Service Revenue         \$ 24,132,541         \$ 26,331,561           Total Non-Operating Revenue         \$ 172,013         \$ 407,359           Bad Debt (Provision for Bad Debt)         \$ 1,713,112         \$ 1,875,125           Free Care (Charity Care)         \$ 688,095         \$ 721,576	Fund Balance-Unrestricted		\$ 11,002,829	\$	12,398,805
Total Gross Patient Service Revenue       \$ 45,763,654       \$ 48,759,293         Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Temporarily Restricted Net Assets		\$ 1,631,263	\$	1,986,502
Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Permanently Restricted Net Assets		\$ 942,500	\$	960,573
Net Patient Service Revenue       \$ 24,132,541       \$ 26,331,561         Total Non-Operating Revenue       \$ 172,013       \$ 407,359         Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Total Gross Patient Service Revenue		\$ 45,763,654	\$	48,759,293
Bad Debt (Provision for Bad Debt)       \$ 1,713,112       \$ 1,875,125         Free Care (Charity Care)       \$ 688,095       \$ 721,576	Net Patient Service Revenue			\$	26,331,561
Free Care (Charity Care) \$ 688,095 \$ 721,576	Total Non-Operating Revenue		\$ 172,013	\$	407,359
	Bad Debt (Provision for Bad Debt)		\$ 1,713,112	\$	1,875,125
Total Operating Expenses \$ 23,024,022 \$ 25,207,651	Free Care (Charity Care)		\$ 688,095	\$	721,576
	Total Operating Expenses		\$ 23,024,022	\$	25,207,651

<sup>†</sup> Data not available or not applicable

Trustee Held Investments \$ 196,386 Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305	05	2006
Non-operating Revenue Margin   11.37%		
Total Margin   2.15%	1%	3.94%
Return on Equity         6.33%           Net Operating Income (Operating Surplus/Loss)         \$ 400,813           Total Surplus/Deficit (Total Surplus/Loss)         \$ 452,250           Liquidity         Current Ratio (without Board Designated/Undesignated Investments)         rate         1.765           Days In Accounts Receivable         days         36.2           Days Cash on Hand (Current)         days         1.8           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         15.7           Average Payment Period (Current Liabilities)         days         49.2           Capital Structure           Equity Financing         42.619           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.379           Fixed Asset Financing         63.619           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.254           Average Age of Plant (Depreciation only)         years         1.4.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets	7%	2.28%
Net Operating Income (Operating Surplus/Loss) \$ 400,813 Total Surplus/Deficit (Total Surplus/Loss) \$ 452,250  Liquidity Current Ratio (without Board Designated/Undesignated Investments) rate 1.765 Days in Accounts Receivable days 36.2 Days Cash on Hand (Current) days 1.8 Days Cash on Hand (Current) days 1.5.7 Average Payment Period (Current Liabilities) days 49.2  Capital Structure Equity Financing 42.619 Debt Service Coverage rate 2.297 Cash Flow to Total Debt 11.379 Fixed Asset Financing 63.619  Asset Efficiency Total Asset Turnover rate 1.924  Other Average Age of Plant (Depreciation only) years 14.7 Net Plant, Property & Equipment (PP&E) \$ 10,896,766 Cash & Investments (Current Assets) \$ 96,103 Current Assets Whose Use is Limited 1 Trustee Held Investments \$ 196,386 Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 519,437 Free Care (Charity Care) \$ 189,305	5%	4.03%
Total Surplus/Deficit (Total Surplus/Loss) \$ 452,250  Liquidity  Current Ratio (without Board Designated/Undesignated Investments)	3%	10.99%
Liquidity Current Ratio (without Board Designated/Undesignated Investments) Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  Capital Structure Equity Financing Petty Financing Petty Financing Petty Financing Asset Efficiency Total Asset Financing  Asset Efficiency Total Asset Turnover Average Age of Plant (Depreciation only) Net Plant, Property & Equipment (PP&E) Cash & Investments (Current Assets) Current Assets Whose Use is Limited Trustee Held Investments Board-Designated & Undesignated Investments Financing Permanently Restricted Net Assets Financing Fina	13 \$	\$ 984,820
Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Carnet Asset Whose Use is Limited  Trustee Held Investments  Board-Designated & Undesignated Investments  Find Balance-Unrestricted  Total Gross Patient Service Revenue  Net Patient Service Revenue  \$ 20,497,941  Net Patient Service Revenue  \$ 51,437  Firec Care (Charity Care)  \$ 189,305	50 \$	\$ 1,007,848
Days in Accounts Receivable         days         36.2           Days Cash on Hand (Current)         days         1.8           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         15.7           Average Payment Period (Current Liabilities)         days         49.2           Capital Structure           Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 7,140,998		
Days Cash on Hand (Current)         days         1.8           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         15.7           Average Payment Period (Current Liabilities)         days         49.2           Capital Structure           Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.254           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         1           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 1,251,031           Permanen	65	2.066
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Total Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments  Board-Designated & Undesignated Investments  Board-Designated & Undesignated Investments  Financing Investments (Surrent Assets)  Financing Investments (Surrent Assets)  Financing Investments (Surrent Assets)  Financing Investments (Surrent Assets)  For 10,386  Board-Designated & Undesignated Investments  Fund Balance-Unrestricted (Source Revenue)  Total Gross Patient Service Revenue  \$ 20,497,941  Total Non-Operating Revenue  \$ 51,437  Bad Debt (Provision for Bad Debt)  Free Care (Charity Care)	.2	53.9
Average Payment Period (Current Liabilities)         days         49.2           Capital Structure         Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency         7 rate         1.254           Total Asset Turnover         rate         1.924           Other         7 rate         1.924           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766         2.2           Cash & Investments (Current Assets)         \$ 96,103         2.2           Current Assets Whose Use is Limited         †         †           Trustee Held Investments         \$ 196,386         8           Board-Designated & Undesignated Investments         \$ 761,427         9.2           Fund Balance-Unrestricted         \$ 7,140,998         1.251,031         9.2           Temporarily Restricted Net Assets         \$ 1,251,031         9.2         1.2           Permanently Restricted Net Assets         \$ 20,497,941         1.0         1.0         1.0         1.0         1.0         1.0         1.0         1.0 <td>.8</td> <td>0.6</td>	.8	0.6
Capital Structure         Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 7,140,998           Total Gross Patient Service Revenue         \$ 32,171,611           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305	.7	1.7
Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 189,700           Total Gross Patient Service Revenue         \$ 20,497,941           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305 <td>.2</td> <td>59.7</td>	.2	59.7
Equity Financing         42.61%           Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 189,700           Total Gross Patient Service Revenue         \$ 20,497,941           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305 <td></td> <td></td>		
Debt Service Coverage         rate         2.297           Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency           Total Asset Turnover         rate         1.254           Fixed Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 589,770           Total Gross Patient Service Revenue         \$ 32,171,611           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305	1%	29.39%
Cash Flow to Total Debt         11.37%           Fixed Asset Financing         63.61%           Asset Efficiency         7ate         1.254           Total Asset Turnover         rate         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 589,770           Total Gross Patient Service Revenue         \$ 32,171,611           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305	97	2.836
Asset Efficiency Total Asset Turnover Total Asset Turnover Tate Tixed Asset Turnover Total Asset Turnover Tate Tixed Asset Turnover Tate Tixed Asset Turnover  Average Age of Plant (Depreciation only) Total Rivestments (PP&E) Tixed Assets Whose Use Equipment (PP&E) Trustee Held Investments Truste	7%	9.48%
Total Asset Turnover         rate         1.254           Fixed Asset Turnover         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 589,770           Total Gross Patient Service Revenue         \$ 32,171,611           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305	1%	79.74%
Total Asset Turnover         rate         1.254           Fixed Asset Turnover         1.924           Other           Average Age of Plant (Depreciation only)         years         14.7           Net Plant, Property & Equipment (PP&E)         \$ 10,896,766           Cash & Investments (Current Assets)         \$ 96,103           Current Assets Whose Use is Limited         †           Trustee Held Investments         \$ 196,386           Board-Designated & Undesignated Investments         \$ 761,427           Fund Balance-Unrestricted         \$ 7,140,998           Temporarily Restricted Net Assets         \$ 1,251,031           Permanently Restricted Net Assets         \$ 589,770           Total Gross Patient Service Revenue         \$ 32,171,611           Net Patient Service Revenue         \$ 20,497,941           Total Non-Operating Revenue         \$ 51,437           Bad Debt (Provision for Bad Debt)         \$ 619,437           Free Care (Charity Care)         \$ 189,305		
OtherAverage Age of Plant (Depreciation only)years14.7Net Plant, Property & Equipment (PP&E)\$ 10,896,766Cash & Investments (Current Assets)\$ 96,103Current Assets Whose Use is Limited†Trustee Held Investments\$ 196,386Board-Designated & Undesignated Investments\$ 761,427Fund Balance-Unrestricted\$ 7,140,998Temporarily Restricted Net Assets\$ 1,251,031Permanently Restricted Net Assets\$ 589,770Total Gross Patient Service Revenue\$ 32,171,611Net Patient Service Revenue\$ 20,497,941Total Non-Operating Revenue\$ 51,437Bad Debt (Provision for Bad Debt)\$ 619,437Free Care (Charity Care)\$ 189,305	54	0.801
Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments  Board-Designated & Undesignated Investments  Fund Balance-Unrestricted  Temporarily Restricted Net Assets  Fermanently Restricted Net Assets  Permanently Restricted Net Assets  Total Gross Patient Service Revenue  Net Patient Service Revenue  Bad Debt (Provision for Bad Debt)  Free Care (Charity Care)  \$ 10,896,766  \$ 10,896,766  \$ 10,896,766  \$ 196,103  **Total Service Held Investments  \$ 196,386  \$ 196,386  \$ 761,427  \$ 761,427  \$ 761,427  \$ 1,251,031  \$ 589,770  **Total Gross Patient Service Revenue  \$ 32,171,611  Net Patient Service Revenue  \$ 32,171,611  Net Potient Service Revenue  \$ 10,896,766  \$ 1,437  \$ 196,386	24	1.090
Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments  Board-Designated & Undesignated Investments  Fund Balance-Unrestricted  Temporarily Restricted Net Assets  Permanently Restricted Net Assets  Fotal Gross Patient Service Revenue  Net Patient Service Revenue  Bad Debt (Provision for Bad Debt)  Free Care (Charity Care)  \$ 10,896,766  \$ 10,896,766  \$ 10,896,766  \$ 196,103  **Total Service Held Investments  \$ 196,386  \$ 196,386  \$ 761,427  \$ 761,427  \$ 761,427  \$ 761,427  \$ 761,427  \$ 1,251,031  Permanently Restricted Net Assets  \$ 20,497,941  Total Non-Operating Revenue  \$ 20,497,941  Total Provision for Bad Debt)  \$ 619,437  Free Care (Charity Care)		
Net Plant, Property & Equipment (PP&E) \$ 10,896,766 Cash & Investments (Current Assets) \$ 96,103 Current Assets Whose Use is Limited † Trustee Held Investments \$ 196,386 Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305	.7	9.7
Cash & Investments (Current Assets)\$ 96,103Current Assets Whose Use is Limited†Trustee Held Investments\$ 196,386Board-Designated & Undesignated Investments\$ 761,427Fund Balance-Unrestricted\$ 7,140,998Temporarily Restricted Net Assets\$ 1,251,031Permanently Restricted Net Assets\$ 589,770Total Gross Patient Service Revenue\$ 32,171,611Net Patient Service Revenue\$ 20,497,941Total Non-Operating Revenue\$ 51,437Bad Debt (Provision for Bad Debt)\$ 619,437Free Care (Charity Care)\$ 189,305	66 \$	\$ 22,925,579
Current Assets Whose Use is Limited †  Trustee Held Investments \$ 196,386 Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305	03 \$	
Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305	+	†
Board-Designated & Undesignated Investments \$ 761,427 Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305	86 \$	\$ 286,533
Fund Balance-Unrestricted \$ 7,140,998 Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305		
Temporarily Restricted Net Assets \$ 1,251,031 Permanently Restricted Net Assets \$ 589,770 Total Gross Patient Service Revenue \$ 32,171,611 Net Patient Service Revenue \$ 20,497,941 Total Non-Operating Revenue \$ 51,437 Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305		
Permanently Restricted Net Assets \$ 589,770  Total Gross Patient Service Revenue \$ 32,171,611  Net Patient Service Revenue \$ 20,497,941  Total Non-Operating Revenue \$ 51,437  Bad Debt (Provision for Bad Debt) \$ 619,437  Free Care (Charity Care) \$ 189,305		
Total Gross Patient Service Revenue \$ 32,171,611  Net Patient Service Revenue \$ 20,497,941  Total Non-Operating Revenue \$ 51,437  Bad Debt (Provision for Bad Debt) \$ 619,437  Free Care (Charity Care) \$ 189,305		
Net Patient Service Revenue\$ 20,497,941Total Non-Operating Revenue\$ 51,437Bad Debt (Provision for Bad Debt)\$ 619,437Free Care (Charity Care)\$ 189,305		
Total Non-Operating Revenue \$ 51,437  Bad Debt (Provision for Bad Debt) \$ 619,437  Free Care (Charity Care) \$ 189,305		
Bad Debt (Provision for Bad Debt) \$ 619,437 Free Care (Charity Care) \$ 189,305		
Free Care (Charity Care) \$ 189,305		
Total Operating Expenses \$ 20,564,436		

Charles A. Dean Memorial Hospital Greenville, Me.			2005		2006
Profitability					
Operating Margin			-9.26%		1.06%
Non-operating Revenue Margin			-5.36%		39.28%
Total Margin			-8.75%		1.73%
Return on Equity			303.53%		61.56%
Net Operating Income (Operating Surplus/Loss)		\$	(670,292)	\$	94,331
Total Surplus/Deficit (Total Surplus/Loss)		\$	(636,197)	\$	155,357
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		0.493		0.456
Days in Accounts Receivable	days		23.8		29.2
Days Cash on Hand (Current)	days		24.3		22.5
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		26.7		25.5
Average Payment Period (Current Liabilities)	days		131.1		152.7
Capital Structure					
Equity Financing			-5.46%		3.06%
Debt Service Coverage	rate		(3.158)		2.788
Cash Flow to Total Debt			-8.98%		11.01%
Fixed Asset Financing			41.16%		5.69%
Asset Efficiency					
Total Asset Turnover	rate		1.896		1.091
Fixed Asset Turnover	rate		3.364		1.525
Other					
Average Age of Plant (Depreciation only)	years		11.9		0.0
Net Plant, Property & Equipment (PP&E)		\$	2,151,861	\$	5,860,116
Cash & Investments (Current Assets)		\$	508,539	\$	523,918
Current Assets Whose Use is Limited		·	†	•	†
Trustee Held Investments			†		†
Board-Designated & Undesignated Investments		\$	49,406	\$	71,431
Fund Balance-Unrestricted		\$	(209,597)		252,377
Temporarily Restricted Net Assets		\$	1,196,605	\$	1,066,081
Permanently Restricted Net Assets				•	340,698
		\$	340,698	\$	370,070
Total Gross Patient Service Revenue		\$	· ·	\$ \$	
Total Gross Patient Service Revenue  Net Patient Service Revenue		\$	340,698 10,016,874 7,037,746		11,418,044 8,746,062
		\$ \$	10,016,874	\$ \$	11,418,044
Net Patient Service Revenue		\$	10,016,874 7,037,746	\$ \$	11,418,044 8,746,062
Net Patient Service Revenue Total Non-Operating Revenue		\$ \$ \$	10,016,874 7,037,746 34,095	\$ \$ \$	11,418,044 8,746,062 61,026

Down East Community Hospital Machias, Me.			2005		2006
Profitability					
Operating Margin			6.38%		7.89%
Non-operating Revenue Margin			0.15%		10.84%
Total Margin			6.38%		8.76%
Return on Equity			16.86%		22.47%
Net Operating Income (Operating Surplus/Loss)		\$	1,621,905	\$	2,379,768
Total Surplus/Deficit (Total Surplus/Loss)		\$	1,624,338	\$	2,668,974
iquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		2.293		2.465
Days in Accounts Receivable	days		24.5		22.6
Days Cash on Hand (Current)	days		46.7		34.4
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		65.8		50.3
Average Payment Period (Current Liabilities)	days		54.6		52.6
Capital Structure					
Equity Financing			48.55%		53.82%
Debt Service Coverage	rate		3.533		4.762
Cash Flow to Total Debt	10.00		25.51%		35.93%
Fixed Asset Financing			66.88%		58.31%
·					
Asset Efficiency			1 202		1 201
Total Asset Turnover	rate		1.282		1.381
Fixed Asset Turnover	rate		2.505		2.781
Other					
Average Age of Plant (Depreciation only)	years		10.2		10.6
Net Plant, Property & Equipment (PP&E)		\$	10,155,106	\$	10,850,943
Cash & Investments (Current Assets)		\$	2,547,410	\$	2,153,405
Current Assets Whose Use is Limited		\$	377,313	\$	376,603
Trustee Held Investments			†		†
Board-Designated & Undesignated Investments		\$	1,193,366	\$	1,162,883
Fund Balance-Unrestricted		\$	9,632,054	\$	11,878,362
Temporarily Restricted Net Assets		\$	20,100	\$	8,780
Permanently Restricted Net Assets		\$	342,335	\$	342,335
Total Gross Patient Service Revenue		\$	45,604,648	\$	49,263,482
Net Patient Service Revenue		\$	24,656,289	\$	29,726,805
Total Non-Operating Revenue		\$	2,433	\$	289,206
Bad Debt (Provision for Bad Debt)		\$	1,129,418	\$	773,069
		_	E10.001	4	0/E 110
Free Care (Charity Care)		\$	510,991	\$	945,118

Constability Deperating Margin Non-operating Revenue Margin Fotal Margin Return on Equity Note Operating Income (Operating Surplus/Loss) Fotal Surplus/Deficit (Total Surplus/Loss)  Fotal Surplus/Loss)  Fotal Surplus/Loss  Fotal Su	1,011,881	2.08% 273.11% -1.24% -7.71% \$ 692,994 \$ (400,324)
Non-operating Revenue Margin Fotal Margin Return on Equity Net Operating Income (Operating Surplus/Loss) Fotal Surplus/Deficit (Total Surplus/Loss)  \$  quidity Current Ratio (without Board Designated/Undesignated Investments) Pays in Accounts Receivable Pays Cash on Hand (Current) Pays Cash on Hand (Incl. Board Designated/Undesignated Investments) Pays Cash on Hand (Incl. Board Designated/Undesignated Investmen	13.82% 3.39% 19.19% 872,052 1,011,881	273.11% -1.24% -7.71% \$ 692,994
Total Margin Return on Equity Net Operating Income (Operating Surplus/Loss) Fotal Surplus/Deficit (Total Surplus/Loss)  \$ fotal Surplus/Deficit (Total Surplus/Loss)  \$ quidity Current Ratio (without Board Designated/Undesignated Investments) Pays in Accounts Receivable Pays Cash on Hand (Current) Pays Cash on Hand (Incl. Board Designated/Undesignated Investments) Pays Cash on Hand (Incl. Board Designated/Undesi	3.39% 19.19% 872,052 1,011,881	-1.24% -7.71% \$ 692,994
Return on Equity Net Operating Income (Operating Surplus/Loss)  Fotal Surplus/Deficit (Total Surplus/Loss)  \$  Fotal Surplus/Deficit (Total Surplus/Loss)  \$  Full Current Ratio (without Board Designated/Undesignated Investments)  Fotal Surplus Receivable  Fotal Surplus Receivab	19.19% 872,052 1,011,881 0.994	-7.71% \$ 692,994
Average Payment Period (Current Liabilities)  Ipital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Cash Flow to Total Debt Cash Efficiency Fixed Asset Turnover  Fixed Asset Turnover  Spans (Operating Surplus/Loss)  \$  \$  \$  \$  \$  \$  \$  \$  \$  \$  \$  \$  \$	872,052 1,011,881 0.994	\$ 692,994
Total Surplus/Deficit (Total Surplus/Loss)  quidity Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Pays Cash on Hand (Current)  Pays Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Poebt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Set Efficiency  Total Asset Turnover  Fixed Asset Turnover	1,011,881	
Quidity Current Ratio (without Board Designated/Undesignated Investments) Cays in Accounts Receivable Cays Cash on Hand (Current) Cays Cash on Hand (Incl. Board Designated/Undesignated Investments) Cash Flow Cash (Incl. Board Designated Investments) Cash Flow Cash (Incl. Board	0.994	\$ (400,324)
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Apys  Applicat Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Set Efficiency  Fotal Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover		
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Average Payment Period (Current Liabilities)  Apys  Applicat Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Set Efficiency  Total Asset Turnover  Tate  Fixed Asset Turnover  Tate		
Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Days Days Days Days Days Days Days	F0.0	1.104
Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Cash on Hand (Current) Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Days Cash On Hand (Incl. Board Designated Investments) Day	59.0	51.5
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Applital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Set Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	8.0	5.8
Average Payment Period (Current Liabilities)  Applital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Set Efficiency Fotal Asset Turnover Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	49.8	41.7
Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Set Efficiency Fotal Asset Turnover Fixed Asset Turnover Fixed Asset Turnover Fixed Asset Turnover	95.3	99.1
Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Set Efficiency Fotal Asset Turnover Fixed Asset Turnover Fixed Asset Turnover Fixed Asset Turnover		
Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Set Efficiency Fotal Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	23.29%	21.26%
Cash Flow to Total Debt  Fixed Asset Financing  Set Efficiency  Fotal Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover	2.729	1.319
iset Efficiency Fotal Asset Turnover Fixed Asset Turnover Fixed Asset Turnover Fixed Asset Turnover	14.58%	5.27%
Fotal Asset Turnover rate Fixed Asset Turnover rate	90.67%	92.69%
Fotal Asset Turnover rate Fixed Asset Turnover rate		
Fixed Asset Turnover rate	1 220	1 221
	1.320	1.321
	2.636	2.959
her		
Average Age of Plant (Depreciation only) years	15.2	16.0
Net Plant, Property & Equipment (PP&E) \$	11,279,517	\$ 11,269,624
Cash & Investments (Current Assets) \$	368,378	\$ 210,380
Current Assets Whose Use is Limited \$	233,074	\$ 282,587
Frustee Held Investments	†	†
Board-Designated & Undesignated Investments \$	3,130,136	\$ 3,075,463
Fund Balance-Unrestricted \$	5,271,886	\$ 5,190,881
Femporarily Restricted Net Assets \$	371,532	\$ 410,198
Permanently Restricted Net Assets \$	51,664	\$ 51,664
Total Gross Patient Service Revenue \$	49,467,781	\$ 51,849,493
Net Patient Service Revenue \$	28,608,258	\$ 32,589,591
Fotal Non-Operating Revenue \$	139,829	\$ (1,093,318)
Bad Debt (Provision for Bad Debt) \$	909,978	\$ 209,366
ree Care (Charity Care) \$	419,876	\$ 996,435
Fotal Operating Expenses \$	28,858,356	\$ 32,658,303

<sup>†</sup> Data not available or not applicable

Mayo Regional Hospital Dover-Foxcroft, Me.			2005		2006
Profitability					
Operating Margin			10.37%		3.32%
Non-operating Revenue Margin			8.72%		29.64%
Total Margin			11.25%		4.66%
Return on Equity			20.81%		8.11%
Net Operating Income (Operating Surplus/Loss)		\$	3,423,953	\$	1,115,317
Total Surplus/Deficit (Total Surplus/Loss)		\$	3,751,105	\$	1,585,239
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		3.607		3.450
Days in Accounts Receivable	days		40.9		37.4
Days Cash on Hand (Current)	days		48.4		43.6
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		108.8		103.5
Average Payment Period (Current Liabilities)	days		37.1		37.6
Capital Structure					
Equity Financing			64.50%		65.51%
Debt Service Coverage	rate		6.083		3.736
Cash Flow to Total Debt			49.43%		28.05%
Fixed Asset Financing			56.58%		53.45%
Asset Efficiency					
Total Asset Turnover	rate		1.193		1.141
Fixed Asset Turnover	rate		2.659		2.534
Other					
Average Age of Plant (Depreciation only)	years		12.8		12.1
Net Plant, Property & Equipment (PP&E)		\$	12,416,532	\$	13,247,108
Cash & Investments (Current Assets)		\$	3,773,559	\$	3,722,984
Current Assets Whose Use is Limited			†		†
Trustee Held Investments		\$	214,906	\$	213,367
Board-Designated & Undesignated Investments		\$	4,704,057	\$	5,111,770
Fund Balance-Unrestricted		\$	18,025,793	\$	19,547,954
Temporarily Restricted Net Assets		\$	219,950	\$	283,325
Permanently Restricted Net Assets		\$	278,128	\$	291,848
Tabel Corne Delicat Cornice December					50,964,908
Total Gross Patient Service Revenue			48,556,195	\$	30,30 1,300
Net Patient Service Revenue	=	\$	48,556,195 31,717,892	\$	32,450,538
		\$		\$	
Net Patient Service Revenue		\$	31,717,892	\$	32,450,538
Net Patient Service Revenue Total Non-Operating Revenue		\$ \$ \$	31,717,892 327,152	\$ \$	32,450,538 469,922

<sup>†</sup> Data not available or not applicable

Profitability           Operating Margin         -0.25%         0.80%           Non-operating Revenue Margin         125.19%         76.04%           Total Margin         1.00%         3.26%           Return on Equity         2.13%         7.43%           Net Operating Income (Operating Surplus/Loss)         \$ (51,116)         179,157           Total Surplus/Deficit (Total Surplus/Loss)         \$ 202,932         747,826           Liquidity           Current Ratio (without Board Designated/Undesignated Investments)         rate         1.281         1.698           Days in Accounts Receivable         days         32.6         38.5           Days Cash on Hand (Current)         days         2.7         2.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         137.2         120.6           Average Payment Period (Current Liabilities)         days         39.8         32.1           Capital Structure           Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%	Millinocket Regional Hospital Millinocket, Me.		20	05	2006
Non-operating Revenue Margin   125.19%   76.04%   1701a Margin   1.00%   3.26%   Return on Equity   2.13%   7.43%   7.43%   Net Operating Income (Operating Surplus/Loss)   \$ (51,116) \$ 179,157   Total Surplus/Deficit (Total Surplus/Loss)   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 747,826   \$ 202,932 \$ 202,93					
Total Margin	Operating Margin		-0.2	5%	0.80%
Return on Equity	Non-operating Revenue Margin		125.1	9%	76.04%
Net Operating Income (Operating Surplus/Loss)	Total Margin		1.0	0%	3.26%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 202,932   \$ 747,826	Return on Equity		2.13	3%	7.43%
Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$ (51,1	16) 9	\$ 179,157
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.281         1.698           Days in Accounts Receivable         days         32.6         38.5           Days Cash on Hand (Current)         days         2.7         2.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         39.8         32.1           Capital Structure           Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         vears         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,788           Cash R Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use Is Limited         †         †         †           Trust	Total Surplus/Deficit (Total Surplus/Loss)		\$ 202,9	32 !	\$ 747,826
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.281         1.698           Days in Accounts Receivable         days         32.6         38.5           Days Cash on Hand (Current)         days         2.7         2.1           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         39.8         32.1           Capital Structure           Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         vears         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,788           Cash R Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use Is Limited         †         †         †           Trust	Liquidity				
Days in Accounts Receivable   days   32.6   38.5	· ·	rate	1.2	81	1.698
Days Cash on Hand (Current)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   Days		days	32	2.6	38.5
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   37.2   120.6	·	days	2	2.7	2.1
Average Payment Period (Current Liabilities)         days         39.8         32.1           Capital Structure         Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency         Total Asset Turnover         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other         Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$3,566,025         \$3,308,878           Cash & Investments (Current Assets)         \$142,932         \$125,635           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$154,000         \$154,000         \$154,000           Board-Designated Undesignated Investments         \$7,181,220         \$7,006,116         \$7,006,116           Fiund Balance-Unrestricted         \$9,528,219         \$10,064,445         \$78,662         \$80,739           Permanently Restricted Net Assets         \$7,862         \$80,739		days	137	7.2	120.6
Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †         †         Trustee Held Investments         \$ 154,000         \$ 154,000         Board-Designated & Undesignated Investments         \$ 7,181,220         \$ 7,006,116         Fund Balance-Unrestricted         \$ 9,528,219         \$ 10,064,445         Temporarily Restricted Net Assets         \$ 7,8662         \$ 80,739         Permanently Restricted Net Assets         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000 <td></td> <td>days</td> <td></td> <td></td> <td></td>		days			
Equity Financing         64.47%         67.61%           Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †         †         Trustee Held Investments         \$ 154,000         \$ 154,000         Board-Designated & Undesignated Investments         \$ 7,181,220         \$ 7,006,116         Fund Balance-Unrestricted         \$ 9,528,219         \$ 10,064,445         Temporarily Restricted Net Assets         \$ 7,8662         \$ 80,739         Permanently Restricted Net Assets         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000         \$ 5,000 <td>Canital Structure</td> <td></td> <td></td> <td></td> <td></td>	Canital Structure				
Debt Service Coverage         rate         3.566         4.856           Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         † †         †           Trustee Held Investments         \$ 154,000         \$ 154,000           Board-Designated & Undesignated Investments         \$ 7,181,220         \$ 7,006,116           Fund Balance-Unrestricted         \$ 9,528,219         \$ 10,064,445           Temporarily Restricted Net Assets         \$ 78,662         \$ 80,739           Permanently Restricted Net Assets         \$ 5,000         \$ 5,000           Total Gross Patient Service Revenue         \$ 31,174,293         \$ 34,905,416           Net Patient Service Revenue         \$ 19,4	•		64.4	7%	67.61%
Cash Flow to Total Debt         16.86%         27.71%           Fixed Asset Financing         87.71%         88.35%           Asset Efficiency           Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 154,000         \$ 154,000           Board-Designated & Undesignated Investments         \$ 7,181,220         \$ 7,006,116           Fund Balance-Unrestricted         \$ 9,528,219         \$ 10,064,445           Temporarily Restricted Net Assets         \$ 78,662         \$ 80,739           Permanently Restricted Net Assets         \$ 5,000         \$ 5,000           Total Gross Patient Service Revenue         \$ 31,174,293         \$ 34,905,416           Net Patient Service Revenue         \$ 19,447,406         \$ 21,707,545           Total Non-Operating Revenue		rate			
Asset Efficiency         87.71%         88.35%           Asset Efficiency         Total Asset Turnover         1.540           Fixed Asset Turnover         rate         1.378         1.540           City Asset Turnover         1.540         6.6757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 18.6         20.7           Cash & Investments (Current Assets)         \$ 1,26,35           Current Assets Whose Use is Limited         † 1		7410			
Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 154,000         \$ 154,000         \$ 154,000         \$ 154,000         \$ 154,000         \$ 10,064,445         \$ 7,181,220         \$ 7,006,116         \$ 9,528,219         \$ 10,064,445         \$ 9,528,219         \$ 10,064,445         \$ 78,662         \$ 80,739         \$ 80,739         \$ 78,662         \$ 80,739         \$ 80,739         \$ 7,000         \$ 5,000 <t< td=""><td></td><td></td><td></td><td></td><td>88.35%</td></t<>					88.35%
Total Asset Turnover         rate         1.378         1.540           Fixed Asset Turnover         rate         5.642         6.757           Other           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 154,000         \$ 154,000         \$ 154,000         \$ 154,000         \$ 154,000         \$ 10,064,445         \$ 7,181,220         \$ 7,006,116         \$ 9,528,219         \$ 10,064,445         \$ 9,528,219         \$ 10,064,445         \$ 78,662         \$ 80,739         \$ 80,739         \$ 78,662         \$ 80,739         \$ 80,739         \$ 7,000         \$ 5,000 <t< td=""><td></td><td></td><td></td><td></td><td></td></t<>					
Other         Fixed Asset Turnover         5.642         6.757           Average Age of Plant (Depreciation only)         years         18.6         20.7           Net Plant, Property & Equipment (PP&E)         \$ 3,566,025         \$ 3,308,878           Cash & Investments (Current Assets)         \$ 142,932         \$ 125,635           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         \$ 154,000         \$ 154,000         \$ 154,000           Board-Designated & Undesignated Investments         \$ 7,181,220         \$ 7,006,116           Fund Balance-Unrestricted         \$ 9,528,219         \$ 10,064,445           Temporarily Restricted Net Assets         \$ 78,662         \$ 80,739           Permanently Restricted Net Assets         \$ 5,000         \$ 5,000           Total Gross Patient Service Revenue         \$ 31,174,293         \$ 34,905,416           Net Patient Service Revenue         \$ 19,447,406         \$ 21,707,545           Total Non-Operating Revenue         \$ 254,048         \$ 568,669           Bad Debt (Provision for Bad Debt)         \$ 346,556         \$ 373,537           Free Care (Charity Care)         \$ 879,054         \$ 835,735	•	rata	1.3	70	1 540
Other         Average Age of Plant (Depreciation only)       years       18.6       20.7         Net Plant, Property & Equipment (PP&E)       \$ 3,566,025       \$ 3,308,878         Cash & Investments (Current Assets)       \$ 142,932       \$ 125,635         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 154,000       \$ 154,000         Board-Designated & Undesignated Investments       \$ 7,181,220       \$ 7,006,116         Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735					
Average Age of Plant (Depreciation only)       years       18.6       20.7         Net Plant, Property & Equipment (PP&E)       \$ 3,566,025       \$ 3,308,878         Cash & Investments (Current Assets)       \$ 142,932       \$ 125,635         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 154,000       \$ 154,000         Board-Designated & Undesignated Investments       \$ 7,181,220       \$ 7,006,116         Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Fixed Asset Turnover	rate	5.6	42	6./5/
Net Plant, Property & Equipment (PP&E)       \$ 3,566,025       \$ 3,308,878         Cash & Investments (Current Assets)       \$ 142,932       \$ 125,635         Current Assets Whose Use is Limited       † † † † † † † † † † † † † † † † † † †	Other				
Cash & Investments (Current Assets)       \$ 142,932       \$ 125,635         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       \$ 154,000       \$ 154,000         Board-Designated & Undesignated Investments       \$ 7,181,220       \$ 7,006,116         Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Average Age of Plant (Depreciation only)	years	18	3.6	20.7
Current Assets Whose Use is Limited         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         †         154,000         \$         154,000         \$         154,000         \$         7,006,116         Fund Balance-Unrestricted         \$         9,528,219         \$         10,064,445         *         10,000         *         10,000         *         10,000         *         10,000         *         10,000         *         10,000         *         10,000         *         10,000<	Net Plant, Property & Equipment (PP&E)		\$ 3,566,0	25 :	\$ 3,308,878
Trustee Held Investments       \$ 154,000       \$ 154,000         Board-Designated & Undesignated Investments       \$ 7,181,220       \$ 7,006,116         Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Cash & Investments (Current Assets)		\$ 142,9	32 !	\$ 125,635
Board-Designated & Undesignated Investments       \$ 7,181,220       \$ 7,006,116         Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Current Assets Whose Use is Limited			†	†
Fund Balance-Unrestricted       \$ 9,528,219       \$ 10,064,445         Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Trustee Held Investments		\$ 154,0	00 !	\$ 154,000
Temporarily Restricted Net Assets       \$ 78,662       \$ 80,739         Permanently Restricted Net Assets       \$ 5,000       \$ 5,000         Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Board-Designated & Undesignated Investments		\$ 7,181,2	20 !	\$ 7,006,116
Permanently Restricted Net Assets         \$ 5,000         \$ 5,000           Total Gross Patient Service Revenue         \$ 31,174,293         \$ 34,905,416           Net Patient Service Revenue         \$ 19,447,406         \$ 21,707,545           Total Non-Operating Revenue         \$ 254,048         \$ 568,669           Bad Debt (Provision for Bad Debt)         \$ 346,556         \$ 373,537           Free Care (Charity Care)         \$ 879,054         \$ 835,735	Fund Balance-Unrestricted		\$ 9,528,2	19 !	\$ 10,064,445
Total Gross Patient Service Revenue       \$ 31,174,293       \$ 34,905,416         Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Temporarily Restricted Net Assets		\$ 78,6	62 !	\$ 80,739
Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Permanently Restricted Net Assets		\$ 5,0	00 !	\$ 5,000
Net Patient Service Revenue       \$ 19,447,406       \$ 21,707,545         Total Non-Operating Revenue       \$ 254,048       \$ 568,669         Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Total Gross Patient Service Revenue		\$ 31,174,2	93 !	\$ 34,905,416
Bad Debt (Provision for Bad Debt)       \$ 346,556       \$ 373,537         Free Care (Charity Care)       \$ 879,054       \$ 835,735	Net Patient Service Revenue			06	\$ 21,707,545
Free Care (Charity Care) \$ 879,054 \$ 835,735	Total Non-Operating Revenue		\$ 254,0	48 9	
Free Care (Charity Care) \$ 879,054 \$ 835,735	Bad Debt (Provision for Bad Debt)		\$ 346,5	56	\$ 373,537
	Free Care (Charity Care)		\$ 879,0	54	\$ 835,735
	Total Operating Expenses			13 !	\$ 22,177,479

Mount Desert Island Hospital Mount Desert Island, Me.		2005	2006
Profitability			
Operating Margin		-2.43%	-3.97%
Non-operating Revenue Margin		-153.84%	-1281.90%
Total Margin		-0.94%	-0.28%
Return on Equity		-1.79%	-0.74%
Net Operating Income (Operating Surplus/Loss)		\$ (696,909)	\$ (1,218,919)
Total Surplus/Deficit (Total Surplus/Loss)		\$ (274,545)	\$ (88,206)
Liquidity			
Current Ratio (without Board Designated/Undesignated Investments)	rate	0.930	0.832
Days in Accounts Receivable	days	31.8	28.4
Days Cash on Hand (Current)	days	1.3	3.0
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	67.4	69.8
Average Payment Period (Current Liabilities)	days	77.1	92.8
Capital Structure			
Equity Financing		64.07%	53.25%
Debt Service Coverage	rate	1.799	1.896
Cash Flow to Total Debt		14.46%	13.65%
Fixed Asset Financing		29.93%	24.40%
Asset Efficiency			
Total Asset Turnover	rate	1.220	1.432
Fixed Asset Turnover	rate	3.202	3.376
Other			
Average Age of Plant (Depreciation only)	years	9.3	10.3
Net Plant, Property & Equipment (PP&E)		\$ 8,972,020	\$ 9,102,936
Cash & Investments (Current Assets)		\$ 23,558	47,817
Current Assets Whose Use is Limited		\$ 77,265	\$ 204,152
Trustee Held Investments		 †	 †
Board-Designated & Undesignated Investments		\$ 5,051,994	\$ 5,569,054
Fund Balance-Unrestricted		\$ 15,305,625	\$ 11,845,210
Temporarily Restricted Net Assets		\$ 2,458,958	3,323,140
Permanently Restricted Net Assets		\$ 1,931,718	\$ 2,085,531
Total Gross Patient Service Revenue		\$ 39,273,340	41,868,465
Net Patient Service Revenue		\$ 27,852,264	30,134,374
Total Non-Operating Revenue		\$ 422,364	\$ 1,130,713
Total Non-Operating Revenue  Bad Debt (Provision for Bad Debt)		\$ 422,364 1,063,875	1,537,202
			\$

Profitability   Operating Margin   1.69%   2.11%   2.175%   1.2144%   1.2144%   1.2144%   1.2144%   1.2144%   1.2144%	Penobscot Valley Hospital Lincoln, Me.		200	5	2006
Departing Margin   1.69%   2.11%   Non-operating Revenue Margin   21.75%   12.14%   12.15%   12.14%   12.15%   12.14%   12.15%   12.14%   12.15%   12.14%   13.40%   14.38%   14.38%   14.38%   Net Operating Income (Operating Surplus/Loss)   \$ 352,593   \$ 433,899   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.104   10.957   10.957   10.957   10.104   10.957					
Total Margin   2.15%   2.40%     Return on Equity   13.40%   14.38%     Net Operating Income (Operating Surplus/Loss)   \$ 275,894   \$ 403,899     Total Surplus/Deficit (Total Surplus/Loss)   \$ 352,593   \$ 459,699     Total Surplus/Deficit (Total Surplus/Loss)   \$ 352,593   \$ 459,699     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   1.040   1.097     Days in Accounts Receivable   days   41.5   34.7     Days Cash on Hand (Current)   days   9.8   2.9     Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   34.9   23.3     Average Payment Period (Current Liabilities)   days   104.0   133.1     Capital Structure   Equity Financing   29.16%   20.87%     Debt Service Coverage   rate   2.672   1.656     Cash Flow to Total Debt   12.71%   7.74%     Total Asset Financing   47.94%   78.19%     Asset Efficiency   Total Asset Turnover   rate   1.817   1.252     Fixed Asset Turnover   rate   4.911   2.734     Other   Average Age of Plant (Depreciation only)   Pears   1.71   1.68     Net Plant, Property & Equipment (PP&E)   \$ 3,324,461   \$ 6,996,552     Cash & Investments (Current Assets)   \$ 352,138   76,868     Current Assets Whose Use is Limited   \$ 66,791   \$ 68,692     Trustee Held Investments   \$ 1,070,636   1,017,945     Temporarily Restricted Net Assets   \$ 76,549   \$ 76,549     Total Graph Service Revenue   \$ 15,744,148   \$ 18,430,008     Total Non-Operating Revenue   \$ 76,699   \$ 55,800     Bad Debt (Provision for Bad Debt)   \$ 58,800     Free Care (Charity Care)   \$ 414,328   \$ 600,042     Debt Control of Control Control of Charley Care)   \$ 68,800     Free Care (Charity Care)   \$ 414,328   \$ 600,042     Care of Charley Care of Charley Care of Charley Car		$\neg$	1.69	%	2.11%
Return on Equity   13.40%   14.38%   Net Operating Income (Operating Surplus/Loss)   \$ 275,894   \$ 403,899   Total Surplus/Deficit (Total Surplus/Loss)   \$ 352,593   \$ 459,699	Non-operating Revenue Margin		21.75	%	12.14%
Net Operating Income (Operating Surplus/Loss)	Total Margin		2.15	%	2.40%
Net Operating Income (Operating Surplus/Loss)			13.40	%	14.38%
Current Ratio (without Board Designated/Undesignated Investments)			\$ 275,89	1 \$	403,899
Current Ratio (without Board Designated/Undesignated Investments)   rate   1.040   1.097	Total Surplus/Deficit (Total Surplus/Loss)		\$ 352,59	3 \$	459,699
Current Ratio (without Board Designated/Undesignated Investments)   rate   1.040   1.097	Liquidity				
Days in Accounts Receivable   days   41.5   34.7		rate	1.04	)	1.097
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   34.9   23.3     Average Payment Period (Current Liabilities)   days   104.0   133.1     Capital Structure   Equity Financing   29.16%   20.87%     Debt Service Coverage   rate   2.672   1.656     Cash Flow to Total Debt   12.71%   7.74%     Fixed Asset Financing   47.94%   78.19%     Asset Efficiency   Total Asset Turnover   rate   4.911   2.734     Other   Average Age of Plant (Depreciation only)   years   17.1   16.8     Net Plant, Property & Equipment (PP&E)   \$ 3,324,461   \$ 6,996,552     Cash & Investments (Current Assets)   \$ 352,138   \$ 76,868     Current Assets Whose Use is Limited   \$ 66,791   \$ 68,692     Trustee Held Investments   † † † 80,692     Board-Designated & Undesignated Investments   \$ 1,070,636   \$ 1,017,945     Fund Balance-Unrestricted   \$ 2,631,876   \$ 3,197,457     Fund Balance-Unrestricted Net Assets   \$ 321,622   \$ 340,071     Permanently Restricted Net Assets   \$ 76,549   \$ 76,549     Total Gross Patient Service Revenue   \$ 24,719,568   \$ 26,187,508     Net Patient Service Revenue   \$ 15,744,148   \$ 18,430,008     Total Non-Operating Revenue   \$ 15,744,148   \$ 18,430,008     Free Care (Charity Care)   \$ 658,004   \$ 658,004     Free Care (Charity Care)   \$ 650,004   \$ 650,004     Free Care (Charity Care)   \$ 650,004   \$ 650,004     Free Care (Charity Care)   \$ 650,004   \$ 650,004     Capital Structure		days	41.	5	34.7
Average Payment Period (Current Liabilities)         days         104.0         133.1           Capital Structure         Equity Financing         29.16%         20.87%           Debt Service Coverage         rate         2.672         1.656           Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency         Total Asset Turnover         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other         Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         \$ 1,070,636         \$ 1,017,45           Board-Designated Undesignated Investments         \$ 1,070,636         \$ 1,017,45           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568	Days Cash on Hand (Current)	days	9.	3	2.9
Capital Structure           Equity Financing         29.16%         20.87%           Debt Service Coverage         rate         2.672         1.656           Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency           Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,668           Current Assets Whose Use is Limited         \$ 66,791         68,692           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient S	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	34.	9	23.3
Equity Financing         29.16%         20.87%           Debt Service Coverage         rate         2.672         1.656           Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency           Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 15,744,148         \$	Average Payment Period (Current Liabilities)	days	104.	)	133.1
Equity Financing         29.16%         20.87%           Debt Service Coverage         rate         2.672         1.656           Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency           Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 15,744,148         \$	Capital Structure				
Debt Service Coverage         rate         2.672         1.656           Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency           Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         \$ 1,070,636         1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         76,549           Total Gross Patient Service Revenue         \$ 24,719,568         26,187,508           Net Patient Service Revenue         \$ 76,669         \$ 5,800           Bad Debt (Provision for Bad Debt)         \$ 72,615			29.16	%	20.87%
Cash Flow to Total Debt         12.71%         7.74%           Fixed Asset Financing         47.94%         78.19%           Asset Efficiency           Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue		rate		_	
Asset Efficiency         78.19%           Total Asset Turnover         1.252           Fixed Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         1.252           Colspan="2">Total Asset Turnover         17.1         1.6.8           Wears         17.1         1.6.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         \$ 76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         †         *         †         †         *         *         *         *         *         *         *         *	_				
Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 658,100           Free Care (Charity Care)         \$ 414,328         \$ 600,042				_	
Total Asset Turnover         rate         1.817         1.252           Fixed Asset Turnover         rate         4.911         2.734           Other           Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 68,992         \$ 55,800           Free Care (Charity Care)         \$ 600,042	Asset Efficiency				
Other         Average Age of Plant (Depreciation only)         years         17.1         16.8           Net Plant, Property & Equipment (PP&E)         \$ 3,324,461         \$ 6,996,552           Cash & Investments (Current Assets)         \$ 352,138         76,868           Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 728,015         \$ 658,100           Free Care (Charity Care)         \$ 414,328         \$ 600,042		rate	1.81	7	1.252
Average Age of Plant (Depreciation only)       years       17.1       16.8         Net Plant, Property & Equipment (PP&E)       \$ 3,324,461       \$ 6,996,552         Cash & Investments (Current Assets)       \$ 352,138       76,868         Current Assets Whose Use is Limited       \$ 66,791       \$ 68,692         Trustee Held Investments       † 1       †         Board-Designated & Undesignated Investments       \$ 1,070,636       \$ 1,017,945         Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042	Fixed Asset Turnover	rate	4.91	1	2.734
Average Age of Plant (Depreciation only)       years       17.1       16.8         Net Plant, Property & Equipment (PP&E)       \$ 3,324,461       \$ 6,996,552         Cash & Investments (Current Assets)       \$ 352,138       76,868         Current Assets Whose Use is Limited       \$ 66,791       \$ 68,692         Trustee Held Investments       † 1       1         Board-Designated & Undesignated Investments       \$ 1,070,636       \$ 1,017,945         Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042	Other				
Net Plant, Property & Equipment (PP&E)       \$ 3,324,461       \$ 6,996,552         Cash & Investments (Current Assets)       \$ 352,138       \$ 76,868         Current Assets Whose Use is Limited       \$ 66,791       \$ 68,692         Trustee Held Investments       † †       †       †         Board-Designated & Undesignated Investments       \$ 1,070,636       \$ 1,017,945         Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042		years	17.	1	16.8
Cash & Investments (Current Assets)       \$ 352,138       \$ 76,868         Current Assets Whose Use is Limited       \$ 66,791       \$ 68,692         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 1,070,636       \$ 1,017,945         Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042				_	
Current Assets Whose Use is Limited         \$ 66,791         \$ 68,692           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 728,015         \$ 658,100           Free Care (Charity Care)         \$ 414,328         \$ 600,042					
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,070,636         \$ 1,017,945           Fund Balance-Unrestricted         \$ 2,631,876         \$ 3,197,457           Temporarily Restricted Net Assets         \$ 321,672         \$ 340,071           Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 728,015         \$ 658,100           Free Care (Charity Care)         \$ 414,328         \$ 600,042	· ·			_	
Board-Designated & Undesignated Investments       \$ 1,070,636       \$ 1,017,945         Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042					
Fund Balance-Unrestricted       \$ 2,631,876       \$ 3,197,457         Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042	Board-Designated & Undesignated Investments		\$ 1,070,63	5 \$	1,017,945
Temporarily Restricted Net Assets       \$ 321,672       \$ 340,071         Permanently Restricted Net Assets       \$ 76,549       \$ 76,549         Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042					
Permanently Restricted Net Assets         \$ 76,549         \$ 76,549           Total Gross Patient Service Revenue         \$ 24,719,568         \$ 26,187,508           Net Patient Service Revenue         \$ 15,744,148         \$ 18,430,008           Total Non-Operating Revenue         \$ 76,699         \$ 55,800           Bad Debt (Provision for Bad Debt)         \$ 728,015         \$ 658,100           Free Care (Charity Care)         \$ 414,328         \$ 600,042		$\neg$			
Total Gross Patient Service Revenue       \$ 24,719,568       \$ 26,187,508         Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042	· · ·			_	
Net Patient Service Revenue       \$ 15,744,148       \$ 18,430,008         Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042	·				
Total Non-Operating Revenue       \$ 76,699       \$ 55,800         Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042					
Bad Debt (Provision for Bad Debt)       \$ 728,015       \$ 658,100         Free Care (Charity Care)       \$ 414,328       \$ 600,042					
Free Care (Charity Care) \$ 414,328 \$ 600,042					
	,				
	Total Operating Expenses				

<sup>†</sup> Data not available or not applicable

Profitability   1.42%   13.99%   1.42%   13.99%   12.247%   22.04%   13.99%   17.26%   22.04%   17.26%   17.2	Redington-Fairview General Hospital Skowhegan, Me.		2005	2006
Departing Margin   1.42%   13.99%   Non-operating Revenue Margin   72.47%   22.04%   Total Margin   4.98%   17.26%   Return on Equity   5.45%   18.16%   Return on Equity   5.45%   18.16%   Net Operating Income (Operating Surplus/Loss)   \$ 569,255   6,546,355   Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,067,394   \$ 8,396,931				
Non-operating Revenue Margin   72.47%   22.04%   Total Margin   4.98%   17.26%   Return on Equity   5.45%   18.16%   Net Operating Income (Operating Surplus/Loss)   \$ 569,255   6.546,355   Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,067,394   8,396,931			1.42%	13.99%
Total Margin   4,98%   17.26%     Return on Equity   5,45%   18.16%     Return on Equity   5,45%   18.16,355     Return on Equity   5,659,255   5,654,6355     Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,067,394   \$ 8,396,931     Liquidity   Current Ratio (without Board Designated/Undesignated Investments)   rate   5,363   7.996     Days in Accounts Receivable   days   62.2   72.5     Days Cash on Hand (Current)   days   152.4   170.4     Days Cash on Hand (Current)   days   264.2   285.9     Average Payment Period (Current Liabilities)   days   45.7   38.5     Capital Structure   Equity Financing   80.97%   84.93%     Debt Service Coverage   rate   7.148   18.629     Cash Flow to Total Debt   42.14%   123.98%     Asset Efficiency   Total Asset Turnover   rate   4.66%   47.18%     Asset Efficiency   Total Asset Turnover   rate   4.454   5.330     Other   Average Age of Plant (Depreciation only)   years   11.1   1.14     Net Plant, Property & Equipment (PP&E)   \$ 8,984,649   \$ 8,779,324     Cash R Investments (Current Assets)   \$ 15,763,630   \$ 17,956,980     Turstee Held Investments   \$ 11,560,521   \$ 1,278,148     Turstee Held Investments   \$ 91,328,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 618,683   \$ 624,223     Permanently Restricted Net Assets   \$ 91,328,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Property Restricted Net Assets   \$ 91,329,992   \$ 94,367,46     Net Paint, Pr			72.47%	22.04%
Return on Equity			4.98%	17.26%
Net Operating Income (Operating Surplus/Loss)			5.45%	18.16%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 2,067,394   \$ 8,396,931			\$ 569,255	\$ 6,546,355
Current Ratio (without Board Designated/Undesignated Investments)         rate         5.363         7.996           Days in Accounts Receivable         days         62.2         72.5           Days Cash on Hand (Current)         days         152.4         170.4           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         264.2         285.9           Average Payment Period (Current Liabilities)         days         45.7         38.5           Capital Structure           Equity Financing         80.97%         84.93%           Debt Service Coverage         rate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980 <t< td=""><td></td><td></td><td></td><td>\$</td></t<>				\$
Current Ratio (without Board Designated/Undesignated Investments)         rate         5.363         7.996           Days in Accounts Receivable         days         62.2         72.5           Days Cash on Hand (Current)         days         152.4         170.4           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         264.2         285.9           Average Payment Period (Current Liabilities)         days         45.7         38.5           Capital Structure           Equity Financing         80.97%         84.93%           Debt Service Coverage         rate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980 <t< td=""><td></td><td></td><td></td><td></td></t<>				
Days in Accounts Receivable   days   62.2   72.5	· ·	rato	5 262	7 006
Days Cash on Hand (Current)				
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   264.2   285.9     Average Payment Period (Current Liabilities)   days   45.7   38.5     Capital Structure   Equity Financing   80.97%   84.93%     Debt Service Coverage   7ate   7.148   18.629     Cash Flow to Total Debt   42.14%   123.98%     Fixed Asset Financing   46.60%   47.18%     Asset Efficiency   Total Asset Turnover   7ate   4.454   5.330     Fixed Asset Turnover   7ate   4.454   5.330     Other   Average Age of Plant (Depreciation only)   years   11.1   11.4     Net Plant, Property & Equipment (PP&E)   \$8,984,649   \$8,779,324     Cash & Investments (Current Assets)   \$15,763,630   \$17,956,932     Current Assets Whose Use is Limited   † † † †     Trustee Held Investments   † 1   1     Board-Designated & Undesignated Investments   \$37,957,344   \$46,232,110     Temporarily Restricted Net Assets   \$15,60,521   \$12,178,148     Fund Balance-Unrestricted   \$37,957,344   \$46,232,110     Temporarily Restricted Net Assets   \$1,560,521   \$12,178,148     Fund Balance-Unrestricted   \$37,957,344   \$46,232,110     Temporarily Restricted Net Assets   \$1,500,521   \$12,178,148     Fund Balance-Unrestricted Net Assets   \$1,500,521   \$1,200,525     Remanently Restricted Net Assets   \$1,498,139   \$1,850,576     Bad Debt (Provision for Bad Debt)   \$3,319,492   \$3,183,776     Free Care (Charity Care)   \$584,323   \$1,288,195	·			
Average Payment Period (Current Liabilities)   days				
Capital Structure           Equity Financing         80.97%         84.93%           Debt Service Coverage         7ate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Fixed Held Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         624,223           Permanently Restricted Net Assets         \$ 91,328,992         \$ 94,367,464				
Equity Financing         80.97%         84.93%           Debt Service Coverage         rate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         †         †         †           Find Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue	Average Payment Period (Current Liabilities)	aays	45.7	38.5
Equity Financing         80.97%         84.93%           Debt Service Coverage         rate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         †         †         †           Find Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue	Capital Structure			
Debt Service Coverage         rate         7.148         18.629           Cash Flow to Total Debt         42.14%         123.98%           Fixed Asset Financing         46.60%         47.18%           Asset Efficiency           Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         † 1         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         \$ 624,223           Permanently Restricted Net Assets         \$ 1,328,992         \$ 94,367,464           Net Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Ser			80.97%	84.93%
Fixed Asset Financing         46.60%         47.18%           Asset Efficiency         Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         0.846         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other         Pixed         \$ 8,984,649         \$ 8,779,324           Average Region Final Park Sets         \$ 11.1         1.1.1         1.1.4           Never Beld Investments         \$ 11,560,521         \$ 12,178,148           Fixed Beld Investments         \$ 11,560,521         \$ 12,178,148           Fixed Beld In		rate	7.148	18.629
Fixed Asset Financing         46.60%         47.18%           Asset Efficiency         Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         0.846         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other         Pixed         \$ 8,984,649         \$ 8,779,324           Average Region Final Park Sets         \$ 11.1         1.1.1         1.1.4           Never Beld Investments         \$ 11,560,521         \$ 12,178,148           Fixed Beld Investments         \$ 11,560,521         \$ 12,178,148           Fixed Beld In	Cash Flow to Total Debt		42.14%	123.98%
Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         \$ 624,223           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue         \$ 39,534,300         \$ 46,309,385           Total Non-Operating Revenue         \$ 1,498,139         \$ 1,850,576           Bad Debt (Provision for Bad Debt)         \$ 3,319,492         \$ 3,183,776           Free Care (Charity Care)<	Fixed Asset Financing		46.60%	
Total Asset Turnover         rate         0.886         0.894           Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         † †         †         †           Trustee Held Investments         † † †         *         *         *	Accet Efficiency			
Fixed Asset Turnover         rate         4.454         5.330           Other           Average Age of Plant (Depreciation only)         years         11.1         11.4           Net Plant, Property & Equipment (PP&E)         \$ 8,984,649         \$ 8,779,324           Cash & Investments (Current Assets)         \$ 15,763,630         \$ 17,956,980           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148         Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         \$ 624,223           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue         \$ 39,534,300         \$ 46,309,385           Total Non-Operating Revenue         \$ 1,498,139         \$ 1,850,576           Bad Debt (Provision for Bad Debt)         \$ 3,319,492         \$ 3,183,776           Free Care (Charity Care)         \$ 584,323         \$ 1,288,195	·	rate	0.886	0.894
Other         Average Age of Plant (Depreciation only)       years       11.1       11.4         Net Plant, Property & Equipment (PP&E)       \$ 8,984,649       \$ 8,779,324         Cash & Investments (Current Assets)       \$ 15,763,630       \$ 17,956,980         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 11,560,521       \$ 12,178,148         Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195				
Average Age of Plant (Depreciation only)       years       11.1       11.4         Net Plant, Property & Equipment (PP&E)       \$ 8,984,649       \$ 8,779,324         Cash & Investments (Current Assets)       \$ 15,763,630       \$ 17,956,980         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 11,560,521       \$ 12,178,148         Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Tived 755cc Furnister			51550
Net Plant, Property & Equipment (PP&E)       \$ 8,984,649       \$ 8,779,324         Cash & Investments (Current Assets)       \$ 15,763,630       \$ 17,956,980         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †       †         Board-Designated & Undesignated Investments       \$ 11,560,521       \$ 12,178,148         Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195				
Cash & Investments (Current Assets)       \$ 15,763,630       \$ 17,956,980         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †       †         Board-Designated & Undesignated Investments       \$ 11,560,521       \$ 12,178,148         Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Average Age of Plant (Depreciation only)	years	11.1	11.4
Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 11,560,521       \$ 12,178,148         Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Net Plant, Property & Equipment (PP&E)		\$ 8,984,649	\$ 8,779,324
Trustee Held Investments         †         †           Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         \$ 624,223           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue         \$ 39,534,300         \$ 46,309,385           Total Non-Operating Revenue         \$ 1,498,139         \$ 1,850,576           Bad Debt (Provision for Bad Debt)         \$ 3,319,492         \$ 3,183,776           Free Care (Charity Care)         \$ 584,323         \$ 1,288,195	Cash & Investments (Current Assets)		\$ 15,763,630	\$ 17,956,980
Board-Designated & Undesignated Investments         \$ 11,560,521         \$ 12,178,148           Fund Balance-Unrestricted         \$ 37,957,344         \$ 46,232,110           Temporarily Restricted Net Assets         \$ 618,683         \$ 624,223           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 91,328,992         \$ 94,367,464           Net Patient Service Revenue         \$ 39,534,300         \$ 46,309,385           Total Non-Operating Revenue         \$ 1,498,139         \$ 1,850,576           Bad Debt (Provision for Bad Debt)         \$ 3,319,492         \$ 3,183,776           Free Care (Charity Care)         \$ 584,323         \$ 1,288,195	Current Assets Whose Use is Limited		†	†
Fund Balance-Unrestricted       \$ 37,957,344       \$ 46,232,110         Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Trustee Held Investments		†	†
Temporarily Restricted Net Assets       \$ 618,683       \$ 624,223         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Board-Designated & Undesignated Investments		\$ 11,560,521	\$ 12,178,148
Permanently Restricted Net Assets       †       †         Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Fund Balance-Unrestricted		\$ 37,957,344	\$ 46,232,110
Total Gross Patient Service Revenue       \$ 91,328,992       \$ 94,367,464         Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Temporarily Restricted Net Assets		\$ 618,683	\$ 624,223
Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Permanently Restricted Net Assets		†	†
Net Patient Service Revenue       \$ 39,534,300       \$ 46,309,385         Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Total Gross Patient Service Revenue		\$ 91,328,992	\$ 94,367,464
Total Non-Operating Revenue       \$ 1,498,139       \$ 1,850,576         Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195	Net Patient Service Revenue			46,309,385
Bad Debt (Provision for Bad Debt)       \$ 3,319,492       \$ 3,183,776         Free Care (Charity Care)       \$ 584,323       \$ 1,288,195				\$
Free Care (Charity Care) \$ 584,323 \$ 1,288,195	Bad Debt (Provision for Bad Debt)			
	Free Care (Charity Care)			

Non-operating Revenue Margin   S.92%   20.20%   Total Margin   8.62%   5.66%   Return on Equity   21.64%   13.33%   Net Operating Income (Operating Surplus/Loss)   \$ 1,794,856   \$ 1,072,117   Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,907,720   \$ 1,343,457	Rumford Community Hospital Rumford, Me.			2005		2006
Non-operating Revenue Margin   S.92%   20.20%   Total Margin   8.62%   5.66%   Return on Equity   21.64%   13.33%   Net Operating Income (Operating Surplus/Loss)   \$ 1,794,856   \$ 1,072,117   Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,907,720   \$ 1,343,457	Profitability					
Total Margin   8.62%   5.66%   Return on Equily   21.64%   13.33%   13.23%   1.794,856   1.797,32%   1.794,856   1.797,770   1.734,856   1.797,770   1.734,856   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.797,770   1.734,855   1.735,855	Operating Margin			8.15%		4.57%
Return on Equity	Non-operating Revenue Margin			5.92%		20.20%
Net Operating Income (Operating Surplus/Loss)	Total Margin			8.62%		5.66%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 1,907,720   \$ 1,343,457	Return on Equity			21.64%		13.33%
Liquidity   Current Ratio (without Board Designated/Undesignated Investments)	Net Operating Income (Operating Surplus/Loss)		\$	1,794,856	\$	1,072,117
Current Ratio (without Board Designated/Undesignated Investments)         rate         5.707         3.117           Days in Accounts Receivable         days         40.6         43.5           Days Cash on Hand (Current)         days         16.1         7.7           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         43.2         35.8           Average Payment Period (Current Liabilities)         days         22.2         37.5           Capital Structure           Equity Financing         6.5.50%         59.32%           Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.55%         30.55%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         3.807         2.933           Other           Werage Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         8,002,707           Cash & Investments (Current Assets)         \$ 15.9         14.7           Current Assets Whose Use Is Limited         \$ 48,206         \$ 48,297           Trustee H	Total Surplus/Deficit (Total Surplus/Loss)		\$	1,907,720	\$	1,343,457
Days in Accounts Receivable   days   40.6   43.5	Liquidity					
Days in Accounts Receivable   days   40.6   43.5	• •	rate		5.707		3.117
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   days   22.2   37.5		days		40.6		43.5
Average Payment Period (Current Liabilities)         days         22.2         37.5           Capital Structure         Equity Financing         62.50%         59.32%           Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency         Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other         Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$5,781,638         \$,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         \$ 1,456,366         \$ 1,664,407           Fiund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 233	Days Cash on Hand (Current)	days		16.1		7.7
Capital Structure           Equity Financing         62.50%         59.32%           Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,205         \$ 48,297           Trustee Held Investments         † †         †           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †         †           Fixed Age of Plant (PP&E)         \$ 25,346         \$ 1,664,407         †           Fixed Age of Plant (Depreciation only)         \$ 8,815,480         \$ 10,076,426         †         † <td>Days Cash on Hand (Incl. Board Designated/Undesignated Investments)</td> <td>days</td> <td></td> <td>43.2</td> <td></td> <td>35.8</td>	Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		43.2		35.8
Equity Financing         62.50%         59.32%           Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ ,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Flund Balance-Unrestricted         \$ 8,815,480         10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,955           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,01	Average Payment Period (Current Liabilities)	days		22.2		37.5
Equity Financing         62.50%         59.32%           Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ ,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Flund Balance-Unrestricted         \$ 8,815,480         10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,955           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,01	Capital Structure					
Debt Service Coverage         rate         9.308         9.372           Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         \$ 48,206         \$ 48,297           Trustee Held Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,30				62.50%		59.32%
Cash Flow to Total Debt         48.56%         30.58%           Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 21,2		rate				
Fixed Asset Financing         25.81%         12.11%           Asset Efficiency           Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 112,864         \$ 271,340           Bad Debt (Provision for Bad Debt)	-					
Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 112,864         \$ 271,340           Bad Debt (Provision for Bad Debt)         \$ 919,442         \$ 1,248,029           Free Care (Charity Care)         \$ 225,346         \$ 582,767						12.11%
Total Asset Turnover         rate         1.569         1.398           Fixed Asset Turnover         rate         3.807         2.933           Other           Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 112,864         \$ 271,340           Bad Debt (Provision for Bad Debt)         \$ 919,442         \$ 1,248,029           Free Care (Charity Care)         \$ 225,346         \$ 582,767	Asset Efficiency					
Other         Average Age of Plant (Depreciation only)         years         15.9         14.7           Net Plant, Property & Equipment (PP&E)         \$ 5,781,638         \$ 8,002,707           Cash & Investments (Current Assets)         \$ 812,014         \$ 407,891           Current Assets Whose Use is Limited         \$ 48,206         \$ 48,297           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 112,864         \$ 271,340           Bad Debt (Provision for Bad Debt)         \$ 919,442         \$ 1,248,029           Free Care (Charity Care)         \$ 225,346         \$ 582,767		rate		1.569		1.398
Average Age of Plant (Depreciation only)       years       15.9       14.7         Net Plant, Property & Equipment (PP&E)       \$ 5,781,638       \$ 8,002,707         Cash & Investments (Current Assets)       \$ 812,014       \$ 407,891         Current Assets Whose Use is Limited       \$ 48,206       \$ 48,297         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767	Fixed Asset Turnover	rate		3.807		2.933
Average Age of Plant (Depreciation only)       years       15.9       14.7         Net Plant, Property & Equipment (PP&E)       \$ 5,781,638       \$ 8,002,707         Cash & Investments (Current Assets)       \$ 812,014       \$ 407,891         Current Assets Whose Use is Limited       \$ 48,206       \$ 48,297         Trustee Held Investments       † † †       †         Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767	Other					
Net Plant, Property & Equipment (PP&E)       \$ 5,781,638       \$ 8,002,707         Cash & Investments (Current Assets)       \$ 812,014       \$ 407,891         Current Assets Whose Use is Limited       \$ 48,206       \$ 48,297         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767		years		15.9		14.7
Cash & Investments (Current Assets)       \$ 812,014       \$ 407,891         Current Assets Whose Use is Limited       \$ 48,206       \$ 48,297         Trustee Held Investments       † † †       † †         Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767					\$	
Current Assets Whose Use is Limited       \$ 48,297         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767						
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 1,456,366         \$ 1,664,407           Fund Balance-Unrestricted         \$ 8,815,480         \$ 10,076,426           Temporarily Restricted Net Assets         \$ 233,810         \$ 242,120           Permanently Restricted Net Assets         \$ 262,955         \$ 262,905           Total Gross Patient Service Revenue         \$ 37,057,682         \$ 38,959,123           Net Patient Service Revenue         \$ 21,599,308         \$ 23,099,013           Total Non-Operating Revenue         \$ 112,864         \$ 271,340           Bad Debt (Provision for Bad Debt)         \$ 919,442         \$ 1,248,029           Free Care (Charity Care)         \$ 582,767					-	
Board-Designated & Undesignated Investments       \$ 1,456,366       \$ 1,664,407         Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767			7			
Fund Balance-Unrestricted       \$ 8,815,480       \$ 10,076,426         Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767			\$	1.456.366	\$	1.664.407
Temporarily Restricted Net Assets       \$ 233,810       \$ 242,120         Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767						
Permanently Restricted Net Assets       \$ 262,955       \$ 262,905         Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767						
Total Gross Patient Service Revenue       \$ 37,057,682       \$ 38,959,123         Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767	· · ·				-	
Net Patient Service Revenue       \$ 21,599,308       \$ 23,099,013         Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767	·					
Total Non-Operating Revenue       \$ 112,864       \$ 271,340         Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767						
Bad Debt (Provision for Bad Debt)       \$ 919,442       \$ 1,248,029         Free Care (Charity Care)       \$ 225,346       \$ 582,767						
Free Care (Charity Care) \$ 225,346 \$ 582,767						
	,					
	Total Operating Expenses		\$	20,217,854	\$	22,396,573

<sup>†</sup> Data not available or not applicable

Profitability   Operating Margin   4.96%   -3.37%   Non-operating Revenue Margin   2.231.12%   2.774.40%   0.12%   1.45%   0.12%   0.12%   0.12%   0.12%   0.12%   0.12%   0.12%   0.12%   0.12%   0.12%   0.19%   0	St. Andrews Hospital Boothbay Harbor, Me.		2005		2006
Qperating Margin					
Non-operating Revenue Margin   -231.12%   2774.40%   Total Margin   -1.45%   0.12%   Return on Equity   -1.99%   0.19%   Return on Equity   -1.99%   0.19%   Net Operating Income (Operating Surplus/Loss)   \$ (772,107) \$ (592,487]   Total Surplus/Deficit (Total Surplus/Loss)   \$ (233,183) \$ 22,154			-4.96%		-3.37%
Total Margin			-231.12%		2774.40%
Return on Equity		$\neg$			0.12%
Net Operating Income (Operating Surplus/Loss)		$\neg$	-1.99%		0.19%
Total Surplus/Deficit (Total Surplus/Loss)   \$ (233,183) \$ 22,154				_	
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.147         1.188           Days in Accounts Receivable         days         71.5         66.6.0           Days Cash on Hand (Current)         days         30.5         23.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         98.2         76.9           Average Payment Period (Current Liabilities)         days         98.2         76.9           Capital Structure           Equity Financing         45.37%         47.45%           Debt Service Coverage         rate         1.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other Medical Service Revenue         \$1,7201,289					
Current Ratio (without Board Designated/Undesignated Investments)         rate         1.147         1.188           Days in Accounts Receivable         days         71.5         66.6.0           Days Cash on Hand (Current)         days         30.5         23.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         98.2         76.9           Average Payment Period (Current Liabilities)         days         98.2         76.9           Capital Structure           Equity Financing         45.37%         47.45%           Debt Service Coverage         rate         1.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other Medical Service Revenue         \$1,7201,289					
Days in Accounts Receivable   days   31.5   66.0		rato	1 147		1 100
Days Cash on Hand (Current)   Cays   Cash on Hand (Incl. Board Designated/Undesignated Investments)   Cays   Cash on Hand (Incl. Board Designated/Undesignated Investments)   Cays   Cash on Hand (Incl. Board Designated/Undesignated Investments)   Cays   Cash				-	
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   98.2   76.9	•			-	
Average Payment Period (Current Liabilities)         days         98.2         76.9           Capital Structure         Equity Financing         45.37%         47.45%           Debt Service Coverage         178e         1.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency         Total Asset Turnover         178e         0.625         0.731           Fixed Asset Turnover         178e         0.904         1.066           Other         Average Age of Plant (Depreciation only)         178e         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,4692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Tustee Held Investments         \$ 17,401,223         \$ 3,448,116         \$ 3,670,235           Find Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets <td></td> <td></td> <td></td> <td>-</td> <td></td>				-	
Capital Structure           Equity Financing         45.37%         47.45%           Debt Service Coverage         12.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         12.00         0.625         0.731           Fixed Asset Turnover         12.00         0.904         1.066           Other           Average Age of Plant (Depreciation only)         12.00         1.00         1.00           Average Age of Plant (Depreciation only)         12.00         1.00         1.00         1.00           Other         1.00         <				-	
Equity Financing         45.37%         47.45%           Debt Service Coverage         rate         1.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other           Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,4692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 625,396	Average Payment Period (Current Liabilities)	days	98.2	₩	/6.9
Equity Financing         45.37%         47.45%           Debt Service Coverage         rate         1.759         1.975           Cash Flow to Total Debt         6.51%         8.63%           Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other           Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 17,4692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 625,396	Capital Structure				
Debt Service Coverage		$\neg$	45.37%		47.45%
Fixed Asset Financing         54.53%         53.05%           Asset Efficiency           Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other           Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 1,092,113         \$ 918,898           Current Assets Whose Use is Limited         \$ 174,692         \$ 178,534           Trustee Held Investments         \$ 174,692         \$ 178,534           Trustee Held Investments         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 1,171,223         \$ 853,723           Permanently Restricted Net Assets         \$ 1,171,223         \$ 853,723           Total Gross Patient Service Revenue         \$ 18,886,899         \$ 20,943,665           Net Patient Service Revenue         \$ 12,884,432         \$ 14,161,427           Total Non-Operating Revenue         \$ 538,924         \$ 614,641           Bad Debt (Provision for	Debt Service Coverage	rate	1.759		1.975
Asset Efficiency  Total Asset Turnover	Cash Flow to Total Debt		6.51%		8.63%
Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other           Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 1,092,113         \$ 918,898           Current Assets Whose Use is Limited         \$ 174,692         \$ 178,534           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 11,691,733         \$ 11,823,508           Permanently Restricted Net Assets         \$ 525,396         \$ 696,759           Total Gross Patient Service Revenue         \$ 18,886,899         \$ 20,943,665           Net Patient Service Revenue         \$ 12,884,432         \$ 14,161,427           Total Non-Operating Revenue         \$ 538,924         \$ 614,641           Bad Debt (Provision for Bad Debt)         \$ 194,619         \$ 586,984           Free Care (Charity Care)         \$ 205,271	Fixed Asset Financing		54.53%		53.05%
Total Asset Turnover         rate         0.625         0.731           Fixed Asset Turnover         rate         0.904         1.066           Other           Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 1,092,113         \$ 918,898           Current Assets Whose Use is Limited         \$ 174,692         \$ 178,534           Trustee Held Investments         † †         †         †           Board-Designated & Undesignated Investments         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 11,691,733         \$ 11,823,508           Permanently Restricted Net Assets         \$ 525,396         \$ 696,759           Total Gross Patient Service Revenue         \$ 18,886,899         \$ 20,943,665           Net Patient Service Revenue         \$ 12,884,432         \$ 14,161,427           Total Non-Operating Revenue         \$ 538,924         \$ 614,641           Bad Debt (Provision for Bad Debt)         \$ 194,619         \$ 586,984           Free Care (Charity Care)         \$ 205,271	Accet Efficiency				
Other         Average Age of Plant (Depreciation only)         years         8.5         9.8           Net Plant, Property & Equipment (PP&E)         \$ 17,201,289         \$ 16,512,656           Cash & Investments (Current Assets)         \$ 1,092,113         \$ 918,898           Current Assets Whose Use is Limited         \$ 174,692         \$ 178,534           Trustee Held Investments         † †         †           Board-Designated & Undesignated Investments         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 1,171,223         \$ 853,723           Permanently Restricted Net Assets         \$ 625,396         \$ 696,759           Total Gross Patient Service Revenue         \$ 18,886,899         \$ 20,943,665           Net Patient Service Revenue         \$ 12,884,432         \$ 14,161,427           Total Non-Operating Revenue         \$ 538,924         \$ 614,641           Bad Debt (Provision for Bad Debt)         \$ 194,619         \$ 586,984           Free Care (Charity Care)         \$ 205,271         \$ 226,320		rate	0.625		0.731
Other         Average Age of Plant (Depreciation only)       years       8.5       9.8         Net Plant, Property & Equipment (PP&E)       \$ 17,201,289       \$ 16,512,656         Cash & Investments (Current Assets)       \$ 1,092,113       \$ 918,898         Current Assets Whose Use is Limited       \$ 174,692       \$ 178,534         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320					
Average Age of Plant (Depreciation only)       years       8.5       9.8         Net Plant, Property & Equipment (PP&E)       \$ 17,201,289       \$ 16,512,656         Cash & Investments (Current Assets)       \$ 1,092,113       \$ 918,898         Current Assets Whose Use is Limited       \$ 174,692       \$ 178,534         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Tined About Furnished		3.33 .		
Net Plant, Property & Equipment (PP&E)       \$ 17,201,289       \$ 16,512,656         Cash & Investments (Current Assets)       \$ 1,092,113       \$ 918,898         Current Assets Whose Use is Limited       \$ 174,692       \$ 178,534         Trustee Held Investments       † †       †         Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Other				
Cash & Investments (Current Assets)       \$ 1,092,113       \$ 918,898         Current Assets Whose Use is Limited       \$ 174,692       \$ 178,534         Trustee Held Investments       † † †       †       †         Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Average Age of Plant (Depreciation only)	years	8.5		9.8
Current Assets Whose Use is Limited       \$ 174,692       \$ 178,534         Trustee Held Investments       †       †         Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Net Plant, Property & Equipment (PP&E)		\$ 17,201,289	\$	16,512,656
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         \$ 3,448,116         \$ 3,670,232           Fund Balance-Unrestricted         \$ 11,691,733         \$ 11,823,508           Temporarily Restricted Net Assets         \$ 1,171,223         \$ 853,723           Permanently Restricted Net Assets         \$ 625,396         \$ 696,759           Total Gross Patient Service Revenue         \$ 18,886,899         \$ 20,943,665           Net Patient Service Revenue         \$ 12,884,432         \$ 14,161,427           Total Non-Operating Revenue         \$ 538,924         \$ 614,641           Bad Debt (Provision for Bad Debt)         \$ 194,619         \$ 586,984           Free Care (Charity Care)         \$ 205,271         \$ 226,320	Cash & Investments (Current Assets)		\$ 1,092,113	\$	918,898
Board-Designated & Undesignated Investments       \$ 3,448,116       \$ 3,670,232         Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Current Assets Whose Use is Limited		\$ 174,692	\$	178,534
Fund Balance-Unrestricted       \$ 11,691,733       \$ 11,823,508         Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Trustee Held Investments		†		†
Temporarily Restricted Net Assets       \$ 1,171,223       \$ 853,723         Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Board-Designated & Undesignated Investments		\$ 3,448,116	\$	3,670,232
Permanently Restricted Net Assets       \$ 625,396       \$ 696,759         Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Fund Balance-Unrestricted		\$ 11,691,733	\$	11,823,508
Total Gross Patient Service Revenue       \$ 18,886,899       \$ 20,943,665         Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Temporarily Restricted Net Assets		\$ 1,171,223	\$	853,723
Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Permanently Restricted Net Assets		\$ 625,396	\$	696,759
Net Patient Service Revenue       \$ 12,884,432       \$ 14,161,427         Total Non-Operating Revenue       \$ 538,924       \$ 614,641         Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Total Gross Patient Service Revenue		\$ 18,886,899	\$	20,943,665
Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Net Patient Service Revenue			\$	14,161,427
Bad Debt (Provision for Bad Debt)       \$ 194,619       \$ 586,984         Free Care (Charity Care)       \$ 205,271       \$ 226,320	Total Non-Operating Revenue		\$ 538,924	\$	614,641
Free Care (Charity Care) \$ 205,271 \$ 226,320	Bad Debt (Provision for Bad Debt)				586,984
	Free Care (Charity Care)			\$	226,320
	Total Operating Expenses			\$	18,188,748

Sebasticook Valley Hospital Pittsfield, Me.			2005		2006
Profitability					
Operating Margin	$\neg$		1.73%		4.59%
Non-operating Revenue Margin			16.05%		11.52%
Total Margin			2.05%		5.16%
Return on Equity			4.56%		11.80%
Net Operating Income (Operating Surplus/Loss)		\$	303,214	\$	944,401
Total Surplus/Deficit (Total Surplus/Loss)		\$	361,189	\$	1,067,370
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		1.429		1.515
Days in Accounts Receivable	days		28.6		26.0
Days Cash on Hand (Current)	days		54.1		25.1
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		91.2		60.8
Average Payment Period (Current Liabilities)	days		70.1		64.5
Capital Structure					
Equity Financing			47.70%		51.67%
Debt Service Coverage	rate		2.463		3.031
Cash Flow to Total Debt			15.28%		24.67%
Fixed Asset Financing			63.75%		59.71%
•					
Asset Efficiency			1.050		1 102
Total Asset Turnover	rate		1.059		1.182
Fixed Asset Turnover	rate		2.036		2.448
Other					
Average Age of Plant (Depreciation only)	years		9.6		10.0
Net Plant, Property & Equipment (PP&E)		\$	8,612,564	\$	8,402,555
Cash & Investments (Current Assets)		\$	2,255,535	\$	1,116,608
Current Assets Whose Use is Limited		\$	157,154	\$	160,813
Trustee Held Investments			†		†
Board-Designated & Undesignated Investments		\$	1,654,580	\$	1,822,583
Fund Balance-Unrestricted				\$	9,045,433
Temporarily Restricted Net Assets		\$	7,925,757	<b>₽</b>	
D. H. D. L. L. I.		\$	7,925,757 88,789	\$	150,215
Permanently Restricted Net Assets	+				
Permanently Restricted Net Assets  Total Gross Patient Service Revenue		\$	88,789	\$ \$	150,215
•		\$ \$	88,789 379,268	\$ \$	150,215 389,115
Total Gross Patient Service Revenue		\$ \$ \$	88,789 379,268 34,256,614	\$ \$ \$	150,215 389,115 37,963,436
Total Gross Patient Service Revenue  Net Patient Service Revenue		\$ \$ \$	88,789 379,268 34,256,614 16,829,433	\$ \$ \$	150,215 389,115 37,963,436 19,732,352
Total Gross Patient Service Revenue  Net Patient Service Revenue  Total Non-Operating Revenue		\$ \$ \$ \$ \$	88,789 379,268 34,256,614 16,829,433 57,975	\$ \$ \$ \$	150,215 389,115 37,963,436 19,732,352 122,969

Waldo County General Hospital Belfast, Me.  Profitability Operating Margin Non-operating Revenue Margin Total Margin Return on Equity Net Operating Income (Operating Surplus/Loss) \$ Total Surplus/Deficit (Total Surplus/Loss) \$ Liquidity Current Ratio (without Board Designated/Undesignated Investments) Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  Capital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Asset Efficiency Total Asset Turnover Fixed Asset Turnover Fixed Asset Turnover Average Age of Plant (Depreciation only) Net Plant, Property & Equipment (PP&E) Cash & Investments (Current Assets) \$ Current Assets Whose Use is Limited Trustee Held Investments Board-Designated & Undesignated Investments \$	2.82% 58.01% 6.47% 7.84% 1,040,787 2,478,361  1.575 31.3 31.3 208.7 54.4  69.69% 5.356 33.25%	2006  5.47% 38.24% 8.57% 9.57% 9.57% \$ 2,291,037 \$ 5,772,924  2.289 25.2 31.2 193.3 54.7  73.69% 6.820 42.64% 41.55%
Operating Margin  Non-operating Revenue Margin  Total Margin  Return on Equity  Net Operating Income (Operating Surplus/Loss)  Total Surplus/Deficit (Total Surplus/Loss)  \$  Liquidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  \$ Current Assets Whose Use is Limited  Trustee Held Investments	58.01% 6.47% 7.84% 1,040,787 2,478,361 1.575 31.3 31.3 208.7 54.4	38.24% 8.57% 9.57% \$ 2,291,037 \$ 5,772,924  2.289 25.2 31.2 193.3 54.7  73.69% 6.820 42.64%
Total Margin Return on Equity  Net Operating Income (Operating Surplus/Loss)  \$ Total Surplus/Deficit (Total Surplus/Loss)  \$  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Total Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  \$ Current Assets Whose Use is Limited  Trustee Held Investments	6.47% 7.84% 1,040,787 2,478,361 1.575 31.3 31.3 208.7 54.4	8.57% 9.57% \$ 2,291,037 \$ 5,772,924 2.289 25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Return on Equity  Net Operating Income (Operating Surplus/Loss)  \$ Total Surplus/Deficit (Total Surplus/Loss)  \$ Liquidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	7.84% 1,040,787 2,478,361 1.575 31.3 31.3 208.7 54.4	9.57% \$ 2,291,037 \$ 5,772,924  2.289 25.2 31.2 193.3 54.7  73.69% 6.820 42.64%
Net Operating Income (Operating Surplus/Loss)  Total Surplus/Deficit (Total Surplus/Loss)  \$  Liquidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	1,040,787 2,478,361 1.575 31.3 31.3 208.7 54.4	\$ 2,291,037 \$ 5,772,924 2.289 25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Net Operating Income (Operating Surplus/Loss)  Total Surplus/Deficit (Total Surplus/Loss)  \$  Liquidity  Current Ratio (without Board Designated/Undesignated Investments)  Days in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	2,478,361 1.575 31.3 31.3 208.7 54.4 69.69% 5.356	\$ 5,772,924 2.289 25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	1.575 31.3 31.3 208.7 54.4 69.69% 5.356	2.289 25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	31.3 31.3 208.7 54.4 69.69% 5.356	25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Current Ratio (without Board Designated/Undesignated Investments)  Pays in Accounts Receivable  Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	31.3 31.3 208.7 54.4 69.69% 5.356	25.2 31.2 193.3 54.7 73.69% 6.820 42.64%
Days in Accounts Receivable Days Cash on Hand (Current) Days Cash on Hand (Incl. Board Designated/Undesignated Investments) Average Payment Period (Current Liabilities)  Capital Structure Equity Financing Debt Service Coverage Cash Flow to Total Debt Fixed Asset Financing  Asset Efficiency Total Asset Turnover Fixed Asset Turnover Average Age of Plant (Depreciation only) Net Plant, Property & Equipment (PP&E) Cash & Investments (Current Assets) Current Assets Whose Use is Limited Trustee Held Investments	31.3 208.7 54.4 69.69% 5.356	31.2 193.3 54.7 73.69% 6.820 42.64%
Days Cash on Hand (Current)  Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments  Current Assets Whose Use is Limited  Trustee Held Investments	208.7 54.4 69.69% 5.356	193.3 54.7 73.69% 6.820 42.64%
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)  Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	54.4 69.69% 5.356	54.7 73.69% 6.820 42.64%
Average Payment Period (Current Liabilities)  Capital Structure  Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	69.69% 5.356	73.69% 6.820 42.64%
Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	5.356	6.820 42.64%
Equity Financing  Debt Service Coverage  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Fixed Asset Turnover  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	5.356	6.820 42.64%
Debt Service Coverage rate  Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover rate  Fixed Asset Turnover rate  Other  Average Age of Plant (Depreciation only) years  Net Plant, Property & Equipment (PP&E) \$ Cash & Investments (Current Assets) \$ Current Assets Whose Use is Limited \$ Trustee Held Investments	5.356	6.820 42.64%
Cash Flow to Total Debt  Fixed Asset Financing  Asset Efficiency  Total Asset Turnover  Fixed Asset Turnover  Other  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments		42.64%
Fixed Asset Financing  Asset Efficiency Total Asset Turnover Fixed Asset Turnover  Other  Average Age of Plant (Depreciation only) Net Plant, Property & Equipment (PP&E) Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	3312370	
Total Asset Turnover rate  Fixed Asset Turnover rate  Other  Average Age of Plant (Depreciation only) years  Net Plant, Property & Equipment (PP&E) \$  Cash & Investments (Current Assets) \$  Current Assets Whose Use is Limited \$  Trustee Held Investments	48.11%	
Total Asset Turnover rate  Fixed Asset Turnover rate  Other  Average Age of Plant (Depreciation only) years  Net Plant, Property & Equipment (PP&E) \$  Cash & Investments (Current Assets) \$  Current Assets Whose Use is Limited \$  Trustee Held Investments		
Fixed Asset Turnover  Other  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	0.045	2.022
Other  Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  Trustee Held Investments	0.845	0.823
Average Age of Plant (Depreciation only)  Net Plant, Property & Equipment (PP&E)  Cash & Investments (Current Assets)  Current Assets Whose Use is Limited  \$ Trustee Held Investments	2.035	2.112
Net Plant, Property & Equipment (PP&E) \$ Cash & Investments (Current Assets) \$ Current Assets Whose Use is Limited \$ Trustee Held Investments		
Cash & Investments (Current Assets) \$ Current Assets Whose Use is Limited \$ Trustee Held Investments	8.9	9.3
Current Assets Whose Use is Limited \$ Trustee Held Investments	18,126,582	\$ 19,820,736
Trustee Held Investments	1,959,132	\$ 1,817,180
	935,552	\$ 1,373,736
Board-Designated & Undesignated Investments \$	†	†
	16,408,376	\$ 16,613,411
Fund Balance-Unrestricted \$	31,619,454	\$ 38,772,101
Temporarily Restricted Net Assets \$	4 606 006	\$ 2,810,330
Permanently Restricted Net Assets \$	1,606,836	\$ 13,579,744
Total Gross Patient Service Revenue \$	1,606,836	\$ 64,331,933
Net Patient Service Revenue \$		\$ 40,591,201
Total Non-Operating Revenue \$	12,035,547	Ψ 10,331,201
Bad Debt (Provision for Bad Debt) \$	12,035,547 64,162,308	\$ 1,418,632
Free Care (Charity Care) \$	12,035,547 64,162,308 35,682,868	
Total Operating Expenses \$	12,035,547 64,162,308 35,682,868 1,437,574 1,450,798	\$ 1,418,632

# **Hospital Peer Group F**

The following two hospitals are included in this peer group:

Acadia Hospital Corporation Spring Harbor Hospital

Acadia Hospital Corporation Bangor, Me.		2005		2006
Profitability				
Operating Margin		2.77%		1.04%
Non-operating Revenue Margin		18.90%		49.89%
Total Margin		3.39%		2.05%
Return on Equity		141.89%		51.16%
Net Operating Income (Operating Surplus/Loss)		\$ 1,054,224	\$	421,268
Total Surplus/Deficit (Total Surplus/Loss)		\$ 1,299,948	\$	840,702
Liquidity				
Current Ratio (without Board Designated/Undesignated Investments)	rate	0.976		0.353
Days in Accounts Receivable	days	24.4		15.6
Days Cash on Hand (Current)	days	41.3		17.0
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days	118.7		81.2
Average Payment Period (Current Liabilities)	days	147.3		157.4
Capital Structure				
Equity Financing		2.78%		4.58%
Debt Service Coverage	rate	2.057		1.821
Cash Flow to Total Debt		7.83%		6.17%
Fixed Asset Financing	$\neg$	132.75%		129.30%
Asset Efficiency				
Total Asset Turnover	rate	1.162		1.144
Fixed Asset Turnover	rate	3.493		3.824
Other		11.6		11.0
Average Age of Plant (Depreciation only)	years	11.6		11.8
Net Plant, Property & Equipment (PP&E)		\$ 10,894,533	\$	10,622,761
Cash & Investments (Current Assets)		\$ 4,050,720	\$	1,368,641
Current Assets Whose Use is Limited	_	†	\$	448,412
Trustee Held Investments	_	†	\$	13,900
Board-Designated & Undesignated Investments		\$ 7,589,579	\$	6,840,451
Fund Balance-Unrestricted		\$ 916,138	\$	1,643,226
Temporarily Restricted Net Assets		\$ 145,033	\$	242,702
Permanently Restricted Net Assets		\$ 35,205	\$	39,119
Total Gross Patient Service Revenue		\$ 52,587,750	\$	57,618,593
Net Patient Service Revenue		\$ 35,927,224	\$	38,659,971
Total Non-Operating Revenue		0.1	4	419,434
		\$ 245,724		
Bad Debt (Provision for Bad Debt)		\$ 1,539,236	\$	2,357,178

<sup>†</sup> Data not available or not applicable

Spring Harbor Hospital Westbrook, Me.			2005		2006
Profitability					
Operating Margin			2.27%		2.23%
Non-operating Revenue Margin			11.13%		12.83%
Total Margin			2.55%		2.55%
Return on Equity			11.71%		11.16%
Net Operating Income (Operating Surplus/Loss)		\$	642,484	\$	675,105
Total Surplus/Deficit (Total Surplus/Loss)		\$	722,973	\$	774,512
Liquidity					
Current Ratio (without Board Designated/Undesignated Investments)	rate		1.830		2.234
Days in Accounts Receivable	days		17.2		36.6
Days Cash on Hand (Current)	days		59.7		29.9
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)	days		59.7		29.9
Average Payment Period (Current Liabilities)	days		65.0		57.7
Capital Structure					
Equity Financing			17.48%		19.52%
Debt Service Coverage	rate		1.840		1.103
Cash Flow to Total Debt	$\overline{}$		7.37%		7.85%
Fixed Asset Financing			92.53%		94.50%
Asset Efficiency					
Total Asset Turnover	rate		0.803		0.854
Fixed Asset Turnover	rate		1.069		1.195
Other					
Average Age of Plant (Depreciation only)	years		1.9		2.8
Net Plant, Property & Equipment (PP&E)		\$	26,462,887	\$	25,339,611
Cash & Investments (Current Assets)		\$	3,734,377	\$	1,840,779
Current Assets Whose Use is Limited		\$	555,060		463,417
Trustee Held Investments		·	†		†
Board-Designated & Undesignated Investments			†		†
Fund Balance-Unrestricted		\$	6,172,029	\$	6,942,741
Temporarily Restricted Net Assets					
Permanently Restricted Net Assets				\$	406,504
	$\mp$	\$	252,987	\$	406,504
Total Gross Patient Service Revenue		\$	252,987 †		†
•		\$	252,987	\$	
Total Gross Patient Service Revenue  Net Patient Service Revenue		\$ \$ \$	252,987 + 41,220,507 27,984,615	\$	† 42,756,709 29,554,064
Total Gross Patient Service Revenue		\$ \$ \$ \$	252,987 † 41,220,507	\$ \$ \$	† 42,756,709 29,554,064 99,407
Total Gross Patient Service Revenue  Net Patient Service Revenue  Total Non-Operating Revenue		\$ \$ \$	252,987 † 41,220,507 27,984,615 80,489	\$ \$ \$	† 42,756,709 29,554,064

# Hospital Peer Group G

The following rehabilitation hospital is included in this peer group:

New England Rehabilitation Hospital

Profitability           Operating Margin         16.01%         18.01%           Non-operating Revenue Margin         3.79%         4.92%           Total Margin         16.54%         18.76%           Return on Equity         170.96%         102.96%           Net Operating Income (Operating Surplus/Loss)         \$ 4,256,827         \$ 4,990,247           Total Surplus/Deficit (Total Surplus/Loss)         \$ 4,424,373         \$ 5,248,318           Liquidity           Current Ratio (without Board Designated/Undesignated Investments)         rate         2.435         3.957           Days in Accounts Receivable         days         45.3         54.1           Days Cash on Hand (Current)         days         (7.5)         30.5           Average Payment Period (Current Liabilities)         days         (7.5)         30.5           Average Payment Period (Current Liabilities)         days         20.7         25.2           Capital Structure           Equity Financing         14.39%         25.73%           Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%	New England Rehabilitation Hospital Portland, Me.		2005		2006
Departing Margin   16.01%   18.01%   Non-operating Revenue Margin   3.79%   4.92%   1.01%   16.54%   18.76%   18.76%   Return on Equity   170.96%   102.96%   102.96%   Net Operating Income (Operating Surplus/Loss)   \$ 4,256,827   \$ 4,990,247   Total Surplus/Deficit (Total Surplus/Loss)   \$ 4,256,827   \$ 4,990,247   Total Surplus/Deficit (Total Surplus/Loss)   \$ 4,244,373   \$ 5,248,318					
Non-operating Revenue Margin   3,79%   4,92%   16.54%   18.76%   Return on Equity   170.96%   102.96%   102.96%   Net Operating Income (Operating Surplus/Loss)   \$ 4,256,827 \$ 4,990,247   Total Surplus/Deficit (Total Surplus/Loss)   \$ 4,243,73 \$ 5,248,318	-		16.01%		18.01%
Total Margin   16.54%   18.76%   Return on Equity   170.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   102.96%   170.96%   170.96%   102.96%   170.96%   17			3.79%		4.92%
Return on Equity   170.96%   102.96%   Net Operating Income (Operating Surplus/Loss)   \$ 4,256,827   \$ 4,990,247   Total Surplus/Deficit (Total Surplus/Loss)   \$ 4,243,73   \$ 5,248,318			16.54%		18.76%
Net Operating Income (Operating Surplus/Loss)			170.96%		102.96%
Total Surplus/Deficit (Total Surplus/Loss)   \$ 4,424,373   \$ 5,248,318			\$ 4,256,827	\$	4,990,247
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.435         3.957           Days in Accounts Receivable         days         45.3         54.1           Days Cash on Hand (Current)         days         (7.5)         30.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         20.7         25.2           Capital Structure           Equity Financing         14.39%         25.73%           Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Asset Efficiency				-	
Current Ratio (without Board Designated/Undesignated Investments)         rate         2.435         3.957           Days in Accounts Receivable         days         45.3         54.1           Days Cash on Hand (Current)         days         (7.5)         30.5           Days Cash on Hand (Incl. Board Designated/Undesignated Investments)         days         20.7         25.2           Capital Structure           Equity Financing         14.39%         25.73%           Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Asset Efficiency	I to a distant				
Days in Accounts Receivable   days   45.3   54.1		rate	2 435		3 057
Days Cash on Hand (Current)					
Days Cash on Hand (Incl. Board Designated/Undesignated Investments)   days   (7.5)   30.5     Average Payment Period (Current Liabilities)   days   20.7   25.2     Capital Structure   Equity Financing   14.39%   25.73%     Debt Service Coverage   7ate   5.640   7.231     Cash Flow to Total Debt   34.18%   41.05%     Fixed Asset Financing   103.22%   97.11%     Asset Efficiency   Total Asset Turnover   7ate   1.488   1.412     Fixed Asset Turnover   7ate   1.936   2.213     Other   Average Age of Plant (Depreciation only)   years   3.0   4.0     Net Plant, Property & Equipment (PP&E)   \$ 13,732,152   \$ 12,522,809     Cash & Investments (Current Assets)   \$ (441,526)   \$ 1,834,891     Current Assets Whose Use is Limited   1   1   1     Trustee Held Investments   1   1   1     Board-Designated & Undesignated Investments   1   1   1     Board-Designated & Undesignated Investments   1   1   1     Fund Balance-Unrestricted   \$ 2,587,917   \$ 5,097,339     Temporarily Restricted Net Assets   1   1   1     Permanently Restricted Net Assets   1   1   1     Total Gross Patient Service Revenue   \$ 43,890,260   \$ 41,150,273     Net Patient Service Revenue   \$ 43,890,260   \$ 41,150,273     Net Patient Service Revenue   \$ 43,890,260   \$ 41,150,273     Net Patient Service Revenue   \$ 43,890,260   \$ 41,55,30     Free Care (Charity Care)   \$ 1,372,695   \$ 415,530     Free Care (Charity Care)   \$ 228,686   \$ 229,478					
Average Payment Period (Current Liabilities)         days         20.7         25.2           Capital Structure         Equity Financing         14.39%         25.73%           Debt Service Coverage         17ate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         17ate         1.488         1.412           Fixed Asset Turnover         17ate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         19ears         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Fiund Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Find Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273		,			
Capital Structure           Equity Financing         14.39%         25.73%           Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Fixed Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           <		,			
Equity Financing         14.39%         25.73%           Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Find Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         <	Average Payment Period (Current Liabilities)	uays	20.7		25.2
Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 6,297,072         \$ 27,225,247           Total Non-Operating	Capital Structure				
Debt Service Coverage         rate         5.640         7.231           Cash Flow to Total Debt         34.18%         41.05%           Fixed Asset Financing         103.22%         97.11%           Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Find Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 26,297,072         \$ 27,225,247           Total Ron-Operating			14.39%		25.73%
Asset Efficiency         Total Asset Turnover         1.488         1.4188         1.4188         1.4188         1.4188         1.4188         1.4188         1.412           Fixed Asset Turnover         rate         1.488         1.412           Eixed Asset Turnover         1.488         1.412           Eixed Asset Turnover         1.488         1.412           Chash Asset Turnover         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,5522,809           Net Plant, Property & Equipment (PP&E)         \$ 12,5522,809           Cash & Investments (Current Assets)         \$ 12,5522,809           Cash & Investments (Current Assets)         \$ 14,348,901           Current Assets Mhose Use is Limited         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1         \$ 1 <th< td=""><td></td><td>rate</td><td>5.640</td><td></td><td>7.231</td></th<>		rate	5.640		7.231
Asset Efficiency           Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 26,297,072         \$ 27,225,247           Total Non-Operating Revenue         \$ 167,546         \$ 258,071           Bad Debt (Provision for Bad Debt)         \$ 1,372,695         \$ 415,530           Free Care (Charity Care)         \$ 228,686         \$ 229,478	Cash Flow to Total Debt		34.18%		41.05%
Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 26,297,072         \$ 27,225,247           Total Non-Operating Revenue         \$ 167,546         \$ 258,071           Bad Debt (Provision for Bad Debt)         \$ 1,372,695         \$ 415,530           Free Care (Charity Care)         \$ 228,686 <td>Fixed Asset Financing</td> <td></td> <td>103.22%</td> <td></td> <td>97.11%</td>	Fixed Asset Financing		103.22%		97.11%
Total Asset Turnover         rate         1.488         1.412           Fixed Asset Turnover         rate         1.936         2.213           Other           Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †           Fund Balance-Unrestricted         \$ 2,587,917         \$ 5,097,339           Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         †         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 26,297,072         \$ 27,225,247           Total Non-Operating Revenue         \$ 167,546         \$ 258,071           Bad Debt (Provision for Bad Debt)         \$ 1,372,695         \$ 415,530           Free Care (Charity Care)         \$ 228,686 <td>Asset Efficiency</td> <td></td> <td></td> <td></td> <td></td>	Asset Efficiency				
Other         Average Age of Plant (Depreciation only)         years         3.0         4.0           Net Plant, Property & Equipment (PP&E)         \$ 13,732,152         \$ 12,522,809           Cash & Investments (Current Assets)         \$ (441,526)         \$ 1,834,891           Current Assets Whose Use is Limited         †         †         †           Trustee Held Investments         †         †         †         †           Board-Designated & Undesignated Investments         †		rate	1.488		1.412
Average Age of Plant (Depreciation only)       years       3.0       4.0         Net Plant, Property & Equipment (PP&E)       \$ 13,732,152       \$ 12,522,809         Cash & Investments (Current Assets)       \$ (441,526)       \$ 1,834,891         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †         Fund Balance-Unrestricted       \$ 2,587,917       \$ 5,097,339         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478		rate			
Average Age of Plant (Depreciation only)       years       3.0       4.0         Net Plant, Property & Equipment (PP&E)       \$ 13,732,152       \$ 12,522,809         Cash & Investments (Current Assets)       \$ (441,526)       \$ 1,834,891         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †         Fund Balance-Unrestricted       \$ 2,587,917       \$ 5,097,339         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478					
Net Plant, Property & Equipment (PP&E)       \$ 13,732,152       \$ 12,522,809         Cash & Investments (Current Assets)       \$ (441,526)       \$ 1,834,891         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †         Fund Balance-Unrestricted       \$ 2,587,917       \$ 5,097,339         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       \$ 258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478					
Cash & Investments (Current Assets)       \$ (441,526)       \$ 1,834,891         Current Assets Whose Use is Limited       †       †       †         Trustee Held Investments       †       †       †         Board-Designated & Undesignated Investments       †       †       †         Fund Balance-Unrestricted       \$ 2,587,917       \$ 5,097,339         Temporarily Restricted Net Assets       †       †       †         Permanently Restricted Net Assets       †       †       †         Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       \$ 258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478		years			
Current Assets Whose Use is Limited         †				-	
Trustee Held Investments         †         †         †           Board-Designated & Undesignated Investments         †         †         †         †           Fund Balance-Unrestricted         \$         2,587,917         \$         5,097,339           Temporarily Restricted Net Assets         †         †         †         †           Permanently Restricted Net Assets         †	· ,		\$ (441,526)	\$	1,834,891
Board-Designated & Undesignated Investments         †         †         †         †         †         †         5,097,339         Temporarily Restricted Net Assets         † </td <td></td> <td></td> <td></td> <td></td> <td></td>					
Fund Balance-Unrestricted       \$ 2,587,917       \$ 5,097,339         Temporarily Restricted Net Assets       †       †         Permanently Restricted Net Assets       †       †         Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       \$ 258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478	11111		†		
Temporarily Restricted Net Assets         †         †         †           Permanently Restricted Net Assets         †         1,150,273         Net Patient Service Revenue         \$         26,297,072         \$         27,225,247         27,225,247         Total Non-Operating Revenue         \$         167,546         \$         258,071         Bad Debt (Provision for Bad Debt)         \$         1,372,695         \$         415,530         415,530         Free Care (Charity Care)         \$         228,686         \$         229,478			†		†
Permanently Restricted Net Assets         †         †           Total Gross Patient Service Revenue         \$ 43,890,260         \$ 41,150,273           Net Patient Service Revenue         \$ 26,297,072         \$ 27,225,247           Total Non-Operating Revenue         \$ 167,546         \$ 258,071           Bad Debt (Provision for Bad Debt)         \$ 1,372,695         \$ 415,530           Free Care (Charity Care)         \$ 228,686         \$ 229,478	Fund Balance-Unrestricted		\$ 2,587,917	\$	5,097,339
Total Gross Patient Service Revenue       \$ 43,890,260       \$ 41,150,273         Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       \$ 258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478	Temporarily Restricted Net Assets		†		†
Net Patient Service Revenue       \$ 26,297,072       \$ 27,225,247         Total Non-Operating Revenue       \$ 167,546       \$ 258,071         Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478	Permanently Restricted Net Assets		†		†
Total Non-Operating Revenue         \$ 167,546         \$ 258,071           Bad Debt (Provision for Bad Debt)         \$ 1,372,695         \$ 415,530           Free Care (Charity Care)         \$ 228,686         \$ 229,478	Total Gross Patient Service Revenue		\$ 43,890,260	\$	41,150,273
Bad Debt (Provision for Bad Debt)       \$ 1,372,695       \$ 415,530         Free Care (Charity Care)       \$ 228,686       \$ 229,478	Net Patient Service Revenue		26,297,072	\$	27,225,247
Free Care (Charity Care) \$ 228,686 \$ 229,478	Total Non-Operating Revenue		\$ 167,546	\$	258,071
Free Care (Charity Care) \$ 228,686 \$ 229,478	Bad Debt (Provision for Bad Debt)		\$ 1,372,695	\$	415,530
Total Operating Expenses \$ 22,325,717 \$ 22,721,835	Free Care (Charity Care)		\$ 228,686	\$	229,478
	Total Operating Expenses		22,325,717	\$	22,721,835